



**Homeland
Security**

Privacy Office, Mail Stop 0655

November 27, 2018

SENT VIA EMAIL TO: hart.wood@americanoversight.org

Hart Wood
Counsel
American Oversight
1030 15th Street, NW, Suite B255
Washington, DC 20005

Re: **18-cv-656**
American Oversight v. DHS
First Release for DHS FOIA Request No. 2018-HQLI-00020

Dear Mr. Wood:

This is our response to your Freedom of Information Act (FOIA) request to the Department of Homeland Security (DHS), received on November 28, 2017.

For this production, DHS reviewed 118 pages of which 47 pages are released in full, 53 pages are withheld in part pursuant to FOIA exemption (b)(6) and (b)(4). The 118 pages for release are bates stamped DHS-001-656-000001 to DHS-001-656-000118.

If you have any questions regarding this release, please contact Assistant U.S. Attorney Jeremy Simon, United States Attorney's Office, U.S. District Court for the District of Columbia, at 202-252-2528, or by email at JSimon@usa.doj.gov.

Sincerely,

A handwritten signature in black ink that reads "Bradley E. White".

Bradley E. White
FOIA Program Specialist

Enclosed: 118 pages

DHS Political Appointee Tracker

Last Name	First Name	Component	From Title	Appoint ment	Grade/ Salary	To Title	Component	Appoint ment	Grade/ Salary	EOD
Abend	Jason	CBP	Advisor	TTC	GS-15	Senior Policy Advisor	CBP	Sch C	GS-15/6	7/9/2017
Adams	Kristine	CoS	Confidential Assistant	TTC	GS-9	Confidential Assistant	CoS	Sch C	GS-9	9/18/2017
Alles	Randolph (Tex)	USSS	Director	PA/CR	\$187,000	Director	USSS	PA/CR	\$187,000	4/25/2017
Bailey	Drew	CoS	Briefing Book Coordinator	TTC	GS-9	Briefing Book Coordinator	CoS	GS-9		3/5/2018
Barsa	John	PLCY	Advisor	Sch C	GS-15/10	PDAS OPE/Chief of Staff	OPE	NC SES	\$179,700	5/14/2017
Bayer	Daniel	CoS	Confidential Assistant	TTC	GS-7	Confidential Assistant	CoS	Sch C	GS-7	10/30/2017
Bilello	Michael	TSA	Public Relations and External Communications	NC SES	\$179,000	Relations and External Communications	TSA	NC SES	\$179,000	10/30/2017
Booher	C. William	FEMA/OPA	Advisor	TTC	GS-15/1	Director of Public Affairs	FEMA	Sch C	GS/15	5/14/2017
Boyd	Valerie	CBP	Deputy Chief of Staff	TTC	GS-14	Deputy Chief of Staff	CBP	TTC	GS-14	3/19/2018
Bryant	Keith	FEMA	Fire Administrator	PA	EX-IV	Fire Administrator	FEMA	PA	EX-IV	8/8/2017
Byard	Jeff	FEMA	Associate Administrator Response and Recovery	NC SES	\$161,900	Associate Administrator Response and Recovery	FEMA	NC SES	\$161,900	9/1/2017
Carroll	Kevin	OGC	Special Advisor	NC SES	\$179,700	Counselor for Combatting Transnational Criminal Organizations (new appt to CBP)	CBP	NC SES	\$179,700	7/10/2017
Cassidy	Benjamin	OLA	Special Counsel	TTC	GS-15/1	Assistant Secretary, Office of Legislative Affairs	OLA	PA	\$155,500	3/29/2017
Cassil	Susanne	Exec Sec	Confidential Assistant	TTC	GS-7	Confidential Assistant	Exec Sec	Sch C	GS-7	12/4/2017
Chang	Aaron	CoS	Advisor	TTC	GS-15	Director of Scheduling, Advance and Chief of Protocol	CoS	Sch C	GS-15	5/28/2017
Chang	Hayley	OGC	Deputy General Counsel	NC SES	\$169,995	Deputy General Counsel	OGC	NC SES	\$169,995	7/17/2017
Claffey	Lauren	OPA	Advisor	TTC	GS-15/10	Communications Director	OPA	Sch C	GS-15/10	6/11/2017
Cissna	L. Francis	CIS	Director, USCIS	PAS	EX-III	Director, USCIS	PAS	EX-III	\$165,300	10/8/2017
Connolly	Liam	TSA	Senior Counselor to the Administrator	NC SES	\$145,000	Senior Counselor to the Administrator	TSA	NC SES	\$145,000	1/8/2018
Costanzo	Emily	OPA	Deputy Speechwriter	TTC	GS-9	Deputy Speechwriter	OPA	Sch C	GS-9	10/2/2017
Costello	John	NPPD	Policy Advisor	TTC	GS-15	Policy Advisor	NPPD	Sch C	GS-15	2/20/2018
Culver	Anthony J.	PLCY	Policy Analyst	Sch C	GS-12	Policy Analyst	PLCY	Sch C	GS-12	7/24/2017
Culwell	Kelbi	CoS	Special Assistant	TTC	GS-7	Briefing Book Coordinator	COS	Sch C	GS-7	6/11/2017
Dennis	Abigail	OPA	Press Assistant	TTC	GS-7	Press Assistant	OPE	Sch C	\$45,972	4/2/2018
DePalo	Lee	FEMA	Advisor	TTC	GS-15/10	FEMA Regional Administrator for Region VIII	FEMA	Sch C	\$161,900	11/13/2017
Dinanno	Thomas	NPPD	Advisor	Sch C	GS 15/10	Assistant Administrator, Grants Programs	FEMA	PA	\$161,900	4/30/2017

DHS Political Appointee Tracker

Dinh	Uyen	OLA	Deputy Assistant Secretary (House)	NC SES	\$150,000	Deputy Assistant Secretary (House)	OLA	NC SES	\$150,000	7/10/2017
Dorow	Brian	OPE	Deputy Assistant Secretary SLLE	NC SES	\$179,700	Deputy Assistant Secretary SLLE	OPE	NC SES	\$179,700	3/4/2018
Doughtery	Michael	PLCY	Advisor	TTC	161,900	Assistant Secretary for Border, Immigration & Trade Policy	PLCY	NC SES	\$179,700	4/30/2017
Dromgoole	Alexis	PLCY	Confidential Assistant	TTC	GS-7	confidential Assistant	PLCY	Sch C	GS-7	11/13/2017
Duke	Elaine	FO	Senior Advisor to the Secretary	Term	\$179,700	Deputy Secretary	OS	PAS	\$179,700	4/10/2017
Edwards	Kelsey	OPE	Confidential Assistant	TTC	GS-7	Confidential Assistant	IGA	Sch C	GS-7	8/21/2017
Enclade	Natalie	FEMA	Director of Individual and Community Preparedness Division	TTC	GS-15	Director of Individual and Community Preparedness Division	FEMA	Sch C	GS-15	3/19/2018
Erickson	Scott	OPE	Advisor	TTC	GS-11	Law Enforcement Liaison	SLLE	Sch C	GS-11	
Feere	Jonathan	ICE	Advisor	TTC	GS 15/10	Senior Advisor	ICE	NC SES	\$161,900	4/30/2017
Fisher	Wilbur (Clinton)	TSA	Advisor	TTC	GS-15/10	Assistant Administrator for Legislative Affairs	TSA	NC SES	\$161,900	9/18/2017
Foltz	Johnathan	OLA	Advisor	Sch C	GS-15	Director, Legislative Affairs	OLA	Sch C	GS-15/3	2/12/2018
Franko	Anna	OPA	Assistant Press Secretary	Sch C	GS-9	Assistant Press Secretary	OPA	Sch C	GS-9	8/7/2017
Frei	Elizabeth	PLCY	Special Assistant	TTC	GS-11	Special Assistant		Sch C	GS-11	11/27/2017
Fulop	Leslie	FEMA	Assistant Press Secretry	TTC	GS-12	Assistant Press Secretry	FEMA	Sch C	GS-12	3/19/2018
Gauvin	R. Connor	CoS	Confidential Assistant	TTC	GS-7	Confidential Assistant	NPPD	Sch C	GS-7	12/3/2017
Glawe	David	CBP	Assistant Commissioner, Office of Intelligence	Career	PAS/CR	Under Secretary for I&A	I&A	PAS/CR	\$187,000	8/8/2017
Gorka	Katie	OSEM	Advisor	TTC	GS 15/1	Advisor	PLCY	Sch C	GS-15/1	4/2/2017
Grady	Claire	USM	Under Secretary for Management	PAS	EX-II	Under Secretary for Management	PAS	EX-II	\$187,000	8/8/2017
Hamilton	Gene	OS	Special Advisor	TTC	\$159,000	Senior Counselor	OS	NC SES	\$159,000	3/20/2017
Harvey	Krista	TSA	Senior Counselor to the Administrator	NC SES	GS-15/ 10	Senior Counselor to the Administrator	TSA	Sch C	GS-15/10	2/5/2018
Hayden	William Matthew	OPE	Advisor	TTC	GS-14/1	Senior Business Liaison	OPE	Sch C	GS-15/1	5/14/2017
Hayes	Bradley	PLCY	Advisor	TTC	GS-15/10	Executive Director, Office Trade Relations	CBP	NC SES	\$179,700	7/23/2017
Healey	Andrew	ICE	Special Assistant	TTC	GS-9	Special Assistant	ICE	Sch C		2/5/2018
Heighberger	Eric	FEMA	Chief of Staff, FEMA	NC SES	\$173,812	Chief of Staff, FEMA	FEMA	NC SES	\$173,812	3/2/2017
Herman	Joshua	CBP	Confidential Assistant	TTC	GS-7	Confidential Assistant	CBP	Sch C	GS-7	7/10/2017
Hoffman	Jonathan	OPA	Advisor	TTC	GS 15/6	A/S for OPA	OPA	PA	\$155,500	4/3/2017

DHS Political Appointee Tracker

Homan	Thomas	ICE	Acting Director ICE	Career	Career	Acting Director, ICE				
Houlton	Tyler	OPA	Advisor	TTC	GS-14	Deputy Press Secretary	OPA	Sch C	GS-14	9/5/2017
Howell	Michael	OGC	Overnight Counsel	TTC	GS-14	Overnight Counsel	OGC	Sch C	GS-14	9/5/2017
Hubbard	Chester	DNDO	Confidential Assistant	TTC	GS--7	Confidential Assistant	OPE	Sch C	GS-7	9/18/2017
Hughes	Evan	CoS	Confidential Assistant	TTC	GS-9	Confidential Assistant	CoS	Sch C	GS-9	7/10/2017
Hummelberg	Hannah	CoS	Special Assistant	TTC	GS-7	Special Assistant	COS	Sch C	GS-7	
Jankowski	Roman	Privacy	Advisor	TTC	GS 14/1	Advisor	Privacy	Sch C	GS 14/1	4/30/2017
Jensen	Nathaniel	PLCY	Advisor	TTC	GS-15	Asst. Secretary, SPAR	PLCY	NCSES	\$179,700	9/5/2017
Johnson	James	OPA	Advisor	TTC	GS-15/1	Director, Center of Faith Based and Community Initiatives	FEMA	Sch C	GS 15/1	4/16/2017
Johnson	Elizabeth	OPA	Advisor	TTC	GS 14/1	Director of Communications	ICE	Sch C	GS 15/1	5/14/2017
Kaniewski	Daniel	FEMA	Deputy Administrator for Protection & National Preparedness	PAS	EX-III	Deputy Administrator for Protection & National Preparedness	FEMA	PAS	\$165,300	9/19/2017
Kaplan	Philip	PRIV	Chief Privacy Officer	NC SES	\$164,000	Chief Privacy Officer	PRIV	NC SES	\$164,000	7/23/2017
Killian	Adam	FEMA	Advisor	Sch C	GS-15/10	Director, Intergovernmental Affairs	FEMA	Sch C	GS-15/10	5/28/2017
Kirchner	Julie	CBP	Advisor	TTC	GS 15/1	Ombudsman	CISOMB	NC SES	\$179,700	4/30/2017
Klingler	McLaurine	OPA	Press Assistant	TTC	GS-11	Press Assistant	OPA	Sch C	GS-11	2/18/2018
Kovacik	Raymond	ICE	Congressional Relations Director	NC SES	179,700					7/23/2017
Kovarik	Kathy Nuebel	CIS	Advisor	TTC	GS 15/10	Chief, Office of Policy & Strategy	CIS	NC SES	\$161,900	4/2/2017
Krause	Scott	MGMT	Advisor	TTC	GS-15/10	Executive Secretary	ESEC	NC SES	\$179,700	3/29/2017
Krebs	Chris	OS	Advisor	TTC	GS-15/10	Assistant Secretary for Infrastructure Protection	NPPD	PA	\$179,700	8/16/2017
Ladowicz	John (Pete)	OLA	Supervisory Legislative Affairs	TTC	GS-15	Assistant Commissioner for Congressional Affairs	CBP	NCSES	\$156,540	6/25/2017
Lansing	Christyn	OPA	Special Assistant	TTC	GS-13	Coordinator of Strategic Communication	OPA	Sch C	GS-13	4/3/2017
Law	Robert	USCIS	Senior Policy Advisor	Sch C	GS-14/3	Senior Policy Advisor	USCIS	Sch C	GS-14/3	10/16/2017
Licata	Laura	OLA	Confidential Assistant	TTC	GS-7	Confidential Assistant	OLA	Sch C	GS-7	8/21/2017
Lim	Evelyn	CoS	Senior Advisor	Provisio nal	\$173,800	Deputy Chief of Staff	CoS	NC SES	Pending	3/5/2018
Long	Brock	FEMA	Administrator	PAS	EX-II	Administrator	FEMA	PAS	\$179,700	6/23/2017
Lorenz	Genaralene		Confidential Assistant	TTC	GS-7					3/18/2018
Mallon	Emily	CoS	Confidential Assistant	TTC	GS-12	Special Assistant	CoS	Sch C	GS-12	5/14/2017

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Mandy	Cora	OPA	Special Assistant	TTC	GS 5	Special Assistant	OPA	Sch C	GS-5	4/2/2017
Manfra	Jeanette	NPPD	Director, Strategy	NC SES	171,291	Assistant Secretary for Cyber Security and Communications	NPPD	NCSES	\$171,291	7/9/2017
Marquardt	Kristen	CoS	Senior Counselor	NC SES	\$165,000	Senior Counselor	COS	NC SES	\$165,000	3/19/2018
Matejov	Scott	CoS	Deputy Director of Advance	TTC	GS-13	Deputy Director of Advance	COS	TTC	GS-13	1/22/2018
Maxwell	Kathryn	TSA	Advisor	TTC	GS-15/5	Senior Counselor to the Administrator	TSA	GS-15	\$149,337	7/9/2017
McAleenan	Kevin	CBP	Commissioner	PAS	EX-III	Commissioner	CBP	PAS	165, 300	3/20/2018
McDonnell	James	DNDO	Advisor	SCH C	GS-15	Director, Domestic Nuclear Detention Office	DNDO	PA/NC	\$179,700	7/11/2017
McKellips	Paul	FEMA	Press Secretary	TTC	GS-14/6	Press Secretary	FEMA	Sch C	GS-14/6	9/5/2017
McKeown	Michael	CoS	Advisor	SCH C	GS-15/1	Executive Director, HSAC and Campaigns	CoS	Sch C	GS-15/1	3/20/2017
McNeill	Ha Nguyen	TSA	Chief of Staff	NC SES	179,700	Chief of Staff	TSA	NCSES	\$179,700	6/25/2017
Mishler	Jeremy	NPPD	Assistant Director of Legislative Affairs	NC SES	\$160,000	Assistant Director of Legislative Affairs	NPPD	NC SES	160,000	3/18/2018
Mitchelson	William	CoS	Advance Representative to the COS	SCH C	GS-7	Advance Representative to the COS	CoS	Sch C	GS-7	11/26/2017
Mitnick	John	OGC	General Counsel	PAS	EX-III	General Counsel	PAS	EX-III	\$165,300	2/26/2018
Nalepa	Jessica	FEMA/Leg Affairs	Advisor	TTC	GS-15/1	Director of Legislative Affairs	FEMA	Sch C	GS-15/1	6/11/2017
Neumann	Elizabeth (Jayne)	CoS	Advisor	TTC	GS-15/1	Deputy Chief of Staff	CoS	NC SES	\$179,700	5/14/2017
Nielsen	Kirstjen	OS	Secretary	PAS	EX-I	Secretary	OSEM	PAS	\$199,700	12/6/2017
O'Hare	Michael	FEMA	Administrator for Region 10	NC SES	\$167,000	FEMA Regional Administrator for Region 10	FEMA	NC SES	\$167,000	3/4/2018
Pavoncello	Andrew	OPE	Confidential Assistant	TTC	GS-7	Confidential Assistant	OPE	Sch C	GS-7	8/7/2017
Peterlin	Meghann	CBP	Advisor	TTC	GS-15	Executive Director, Policy and Planning	CBP	NCSES	\$161,900	9/5/2017
Pekoske	David P.	TSA	Administrator	PAS	EX -II	Administrator	TSA	PAS	\$199,700*	8/10/2017
Phalen	Susan	FEMA	Director, External Affairs	TTC	GS-15/10	Director of External Affairs	FEMA	NC SES	\$176,000	8/7/2017
Prill	Carolyn	CoS	Advance Representative	TTC	GS-7	Advance Representative	CoS	Sch C	GS-7	3/4/2018
Prout	Silver	OPE	HSAC and Campaigns Coordinator	TTC	GS-7	HSAC and Campaigns Coordinator	CRCL		GS-7	2/20/2018

DHS Political Appointee Tracker

Quinn	Cameron	CRCL	Officer for Civil Rights and Civil Liberties	PA/NC	173,944	Officer for Civil Rights and Civil Liberties	CRCL	PA/NC	\$173,944	9/18/2017
Ries	Lora	MGMT	Advisor	TTC	GS-15/10	Senior Advisor to U/S Management	MGMT	NC SES	\$179,700	4/2/2017
Riggs	Charlotte	OPE	Confidential Assistant	Sch C	GS-7	Confidential Assistant	OPE			9/18/2017
Rocca	Andrew	OLA	Confidential Assistant	TTC	GS-7	Confidential Assistant	OLA	Sch C	GS-7	7/10/2017
Scala	Emily	NPPD	Coordinator of Strategic Communications	TTC	GS-11	Coordinator of Strategic Communications	NPPD	TTC	GS-11	2/20/2018
Schiermeyer	Corry	CBP	Advisor	TTC	GS-15/10	Press Secretary	CBP	Sch C	GS-15/10	9/5/2017
Schori	Garrett	NPPD	Special Assistant	TTC	GS-9	Special Assistant	NPPD	Sch C	GS-9	2/20/2018
Shah	Dimple	PLCY	Advisor	SCH C	GS 15/10	Deputy General Counsel	OGC	NC SES	\$161,900	4/2/2017
Sheehan	William	DNDO	Special Assistant	TTC	GS-9	Special Assistant	DNDO	Sch C	GS-9	9/5/2017
Sheets	Mary	USCIS	Special Assistant	SCH C	GS-7	Special Assistant	USCIS	Sch C	GS-9	2/5/2018
Simmons	Laura	OLA	Advisor	TTC	GS-13/1	Associate Director, Office of Legislative Affairs	OLA	Sch C	GS-13	6/11/2017
Short	Tracy	ICE	Advisor	TTC	GS 15/10	Principal Legal Advisor	ICE	NC SES	\$171,614	4/2/2017
Smith	Ian	PLCY	Policy Analyst	TTC	GS-12	Policy Analyst	PLCY	Sch C	GS-12	10/2/2017
Stubbs	Jacob	USCIS	Special Assistant	TTC	GS-9	Special Assistant	USCIS	Sch C	GS-9	10/23/2017
Symons	Craig	CIS	Advisor	Career	Career	Chief Counsel, USCIS	USCIS	NC SES	\$174,000	4/16/2017
Taylor	Miles	FO	Advisor	TTC	GS-15/5	Counselor	OS	Sch C	GS 15-5	5/14/2017
Taylor	Paul	FEMA	FEMA Regional Admin. Region 7	NC SES	\$154,409	FEMA Regional Admin. Region 7	FEMA	NC SES	\$154,409	11/27/2017
Telford	Katherine	OPE	Business Liaison	TTC	GS-9	Business Liaison	OPE	Sch C	GS-9	10/16/2017
Thurston	Eliza	ExecSec	Scheduler	Sch C	GS-11	Scheduler	Exec Sec	Sch C	GS-12	7/17/2017
Veatch	John	FEMA	Asst. Admin. National Continuity Programs	NC SES	179,700	Asst. Admin. National Continuity Programs	FEMA	NC SES	\$179,700	5/30/2017
Stoddard	Kaitlin	OSEM	Advisor	TTC	GS 12/1	Advisor to the Director	USCIS	Sch C	GS-12	12/3/2017
Von Essen	Thomas	FEMA	Advisor	TTC	GS-15/10	Regional Administrator, Region 2	FEMA	NC SES	\$179,700	10/2/2017
Waldman	Katie	OPA	Advisor	TTC	GS-12/2	Assistant Press Secretary	OPA	Sch C	GS-12/2	11/13/2017
Walker	Rachel	ICE	Press Assistant	TTC	GS-7	Press Assistant	ICE	Sch C	GS-7	2/5/2018
Williams	Regan	PLCY	Confidential Assistant	Sch C	GS-7	Confidential Assistant	PLCY	Sch C	GS-7	6/11/2017
Wolf	Chad	TSA	Advisor	NC SES	179,700	Deputy Chief of Staff, DHS	OSEM	NC SES	\$179,700	7/9/2017
Wuco	Frank	OSEM	Senior WH Advisor	LT SES	\$161,900	Executive Director for Executive Order Task Force	PLCY	NC SES	\$179,700	6/11/2017

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Wonnenberg	David	OLA	Deputy Assistant Secretary (Senate)	NC SES	\$150,000	Deputy Assistant Secretary (Senate)	OLA	NC SES	\$150,000	7/9/2017
Zangardi	John	CIO	Chief information Officer	PA	\$187,000	Chief Information Officer	OCIO	PA	\$187,000	12/11/2017

DHS Political Appointee Tracker

TTC – Temporary Transitional Schedule C Appointment - These are positions which are established only to meet the needs of the agency in carrying out its mission during th

PAS – Presidential Appointment w/ the consent and advice of Senate - These positions require a congressional hearing and a confirmation vote of the full Senate

Departed						
Last Name	First Name	Component	Appointing Authority	Grade/Salary	Title	Departure date
Bombach	Brent	OLA	TTC	GS 15/5	Advisor	2/3/2017
Bramell	Brittany	TSA	TTC	GS-15	Asst. Admin. for Public Relations & External Affairs	6/11/2017
Chmielewski	Kevin	CoS	Sch C	GS-14/1	Director, Trips & Advance	4/2/2017
Cissna	Tiffany	CoS	NC SES	\$179,700	Senior Counselor & White House Liaison	4/2/2017
Cox	Daniel	CoS	Sch C	GS-7	Advance Representative	3/20/2017
Flores	Mario	OSEM	TTC	GS-13/1	Deputy Director, Trips and Advance	3/15/2017
Forkin	Joseph	CoS	Sch C	GS-9	Advance Representative	5/28/2017
Jones O'Brien	Quinn	OSEM	Sch C	GS-5/1	Special Assistant	8/7/2017
Joseph	James	FEMA	TTC	GS-15	Regional Administrator, Region 5	11/12/2017
Kelly	John	OSEM	PAS		Secretary	7/29/2017
Kloustin	Taylor	FEMA	TTC	GS-9	Special Assistant	10/24/2017
Lapan	David	OPA	Sch C	GS-15/1	Dep. Asst. Secretary, OPA	4/16/2017
Nealon	James (Jim)	PLCY	NC SES	\$179,700	Assistant Secretary for International Affairs	7/9/2017
Newell	Russell	OPA	Sch C	GS-15/1	Senior Director of Content	7/9/2017
Newman	Emily	CBP	Sch C	GS-14/1	Director	6/11/2017
Nielsen	Kirstjen	OSEM	NC SES	\$179,700	Chief of Staff	3/20/2017
Staropoli	Richard	MGMT	TTC	GS-15/10	Chief Information Officer	5/1/2017
Szold	Thomas	OLA	TTC	GS 12/1	Legislative Affairs Specialist	5/16/2017
Waters	Erin	CoS	Sch C	GS-13/1	Advance Coordinator	1/5/2018

January 5, 2017

Joseph B. Maher
Designated Agency Ethics Official
Department of Homeland Security
Washington, D.C. 20528-0485

Dear Mr. Maher:

The purpose of this letter is to describe the steps that I will take to avoid any actual or apparent conflict of interest in the event that I am confirmed for the position of Secretary of the Department of Homeland Security.

As required by 18 U.S.C. § 208(a), I will not participate personally and substantially in any particular matter in which I know that I have a financial interest directly and predictably affected by the matter, or in which I know that a person whose interests are imputed to me has a financial interest directly and predictably affected by the matter, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2). I understand that the interests of the following persons are imputed to me: any spouse or minor child of mine; any general partner of a partnership in which I am a limited or general partner; any organization in which I serve as officer, director, trustee, general partner or employee; and any person or organization with which I am negotiating or have an arrangement concerning prospective employment.

Upon confirmation, I will resign from my positions with the following entities: DynCorp; DC Capital Partners; Flatter & Associates; and Beacon Global Strategies. For a period of one year after my resignation from each of these entities, I will not participate personally and substantially in any particular matter involving specific parties in which I know that entity is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

I am the sole proprietor of my consulting business, Oak Square Perspectives, LLC, which is dormant and has never had any clients. During my appointment to the position of Secretary of Homeland Security, Oak Square Perspectives, LLC, will remain dormant and will not advertise. I will not perform any services for the business, except that I will comply with any requirements involving legal filings, taxes and fees that are necessary to maintain the business while it is in an inactive status. As Secretary, I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the financial interests of Oak Square Perspectives, LLC.

I am owed a payment from the Australian government for a speaking engagement that I have now completed. I received an emoluments clause authorization from the Department of Defense, pursuant to 37 U.S.C. § 908, prior to engaging in this activity. Until I have received full

payment, I will not participate personally and substantially in any particular matter involving specific parties in which Australia, is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

I have been advised that this ethics agreement will be posted publicly, consistent with 5 U.S.C. § 552, on the website of the U.S. Office of Government Ethics with ethics agreements of other Presidential nominees who file public financial disclosure reports.

Sincerely,

(b)(6)

(b)(6)

John Francis Kelly

(b)(6)

(b)(6)

January 18, 2017

Joseph B. Maher
Designated Agency Ethics Official
Department of Homeland Security
Washington, D.C. 20528-0485

Dear Mr. Maher:

The purpose of this letter is to supplement my public financial disclosure report signed on December 24, 2016, and supplement my ethics agreement signed on January 5, 2017. With regard to my financial disclosure report, I inadvertently omitted information concerning an outside position and incorrectly reported another position.

Please be advised that the following information corrects and amends my financial disclosure report as described below.

Part 1 – Filer's Positions Held Outside U.S. Government

I am amending the title of the position that I hold with DC Capital Partners to reflect that I am a member of the Board of Advisors to that corporation and to correct the date of my service. I did not receive compensation for my service in this position. I am adding my position as a member of the Board of Directors of Michael Baker International LLC. I was compensated for my services by the company for my position as a Director. I do not have an equity interest in either DC Capital Partners or Michael Baker International LLC.

Part 1 is amended to change my position title with DC Capital Partners and to add my position with Michael Baker International, LLC as follows:

Organization Name: DC Capital Partners
City, State: Alexandria, VA
Organization Type: Corporation
Position Held: Member, Board of Advisors
From: February 2016
To: Present

Organization Name: Michael Baker International, LLC
City, State: Pittsburgh, PA
Organization Type: Corporation
Position Held: Member, Board of Directors
From: June 2016
To: Present

Part 2 – Filer's Employment Assets and Income

I am deleting my entry on Part 2 for DC Capital Partners because I did not receive compensation from that company. Instead, I am adding Michael Baker International LLC, a portfolio investment of DC Capital Partners, to this Part because my compensation was for my position as Director of this company.

Part 2 is amended to remove DC Capital Partners and add:

Description: Michael Baker International
EIF: N/A
Value: N/A
Income Type: Director's Fees
Income Amount: \$37,500

Part 4 – Filer's Sources of Compensation Exceeding \$5,000 in a Year

I am amending Part 4 to report my compensation over \$5,000 from Michael Baker International, LLC.

Part 4 is amended to remove DC Capital Partners and add:

Source Name: Michael Baker International
City, State: Pittsburg, PA
Brief Description of Duties: Board Member

In accordance with the foregoing amendments to my financial disclosure report, I am supplementing my ethics agreement dated January 5, 2017, with the following:

Upon confirmation, I will resign from my position with Michael Baker International, LLC. For a period of one year after my resignation, I will not participate personally and substantially in any particular matter involving specific parties in which I know Michael Baker International, LLC, is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

I have been advised that this supplement to my ethics agreement will be posted publicly, consistent with 5 U.S.C. § 552, on the website of the U.S. Office of Government Ethics with ethics agreements of other Presidential nominees who file public financial disclosure reports.

Sincerely,

(b)(6)

(b)(6)

(b)(6)

John Francis Kelly

(b)(6)

Secretary

U.S. Department of Homeland Security
Washington, DC 20528



**Homeland
Security**

February 2, 2017

Joseph B. Maher
Designated Agency Ethics Official
Department of Homeland Security
Washington, D.C. 20528-0485

Dear Mr. Maher:

The purpose of this letter is to further supplement my ethics agreement signed on January 5, 2017, and the January 18, 2017 supplement to my ethics agreement. The following information supplements my ethics agreement.

I understand that as an appointee I will be required to sign the Ethics Pledge required under the Executive Order dated January 28, 2017 ("Ethics Commitments by Executive Branch Appointees") and that I will be bound by the requirements and restrictions therein in addition to the commitments I made in the ethics agreement I signed on January 5, 2016, and in the supplement that I signed on January 18, 2017.

I have been advised that this supplement to my ethics agreement will be posted publicly, consistent with 5 U.S.C. § 552, on the website of the U.S. Office of Government Ethics with ethics agreements of other Presidential nominees who file public financial disclosure reports.

Sincerely,

(b)(6)

(b)(6)

(b)(6)

John F. Kelly
Secretary

(b)(6)

(b)(6)

www.dhs.gov

JAN 24 2017



Homeland
Security

MEMORANDUM FOR: Joseph B. Maher
Designated Agency Ethics Official

FROM: John Francis Kelly
Secretary

SUBJECT: Disqualification Statement and Screening Agreement

This memorandum is to provide you with written notification of my recusal from certain Government matters, and to describe the screening arrangement I have implemented to ensure that I comply with my obligation to recuse myself from certain matters with which I have a financial interest, or a personal or business relationship. These recusal obligations are set forth in the Ethics Agreement I executed on January 5, 2017 and the amendment to the Ethics Agreement I executed on January 18, 2017 (copies attached), prior to my confirmation as Secretary, U.S. Department of Homeland Security ("DHS").

Unless I am authorized to participate, I am disqualified from participating in any particular matters involving specific parties in which any of the following entities is a party or represents a party:

DC Capital Partners
Michael Baker International, LLC
DynCorp
Flatter & Associates
Beacon Global Strategies
The Country of Australia
Marine Corps Scholarship Foundation

My disqualification for all the above entities shall remain in effect for a period of one year, except that my disqualification from matters involving the country of Australia shall remain in effect until I have received payment in full of the pending honorarium

payment, and my disqualification from matters involving the Marine Corps Scholarship Foundation shall remain in effect for the duration of my wife's membership on the Board of Directors. My disqualification covers any approvals, recommendations or decisions related to government matters involving any of the foregoing entities, including, litigation, procurements, programs, and policies.

In order to help ensure that I do not participate in matters relating to any of the above entities and from which I am disqualified under my Ethics Agreement and amendment to my Ethics Agreement, I will refer any matters covered by this Disqualification Statement that come to my attention to Chip Fulghum, Deputy Under Secretary for Management, as the "Alternate Official," without direction or comment. I will immediately recuse myself from any matter I may be working on if I should learn that the matter involves any of the above entities and will inform the Alternate Official and refer the matter to him, for action or assignment, without my knowledge or involvement.

I have instructed Kirstjen M. Nielsen, my Chief of Staff, to screen all Government matters directed to my attention that involve outside individuals and entities or that require my participation, to determine if the matters involve to any of the above entities. Ms. Nielsen will refer all covered matters to the Alternate Official for action or assignment, without my knowledge or involvement. I will provide Ms. Nielsen with a copy of this memorandum so that he may fully understand the purpose and scope of my recusal obligations and his role in this screening arrangement.

To help ensure that I do not inadvertently participate in matters from which I should be recused, I am directing the Alternate Official and Ms. Nielsen to seek the assistance of an agency Ethics Official if they are uncertain whether or not I may participate in a matter.

I will provide a copy of this memorandum to my principal subordinates. I will also instruct my principal subordinates that all inquiries and comments involving any of the above entities should be directed to the Alternate Official, without my knowledge or involvement.

In consultation with an agency Ethics Official, I will revise and update this Disqualification Statement when warranted and provide you with updated information.

Attachments (2)

cc: Chip Fulghum, Deputy Under Secretary for Management
Kirstjen M. Nielsen, Chief of Staff
Marcy Brodsky, Director, Scheduling

October 23, 2017

Joseph B. Maher
Designated Agency Ethics Official
Department of Homeland Security
Washington, D.C. 20528-0485

Dear Mr. Maher:

The purpose of this letter is to describe the steps that I will take to avoid any actual or apparent conflict of interest in the event that I am confirmed for the position of Secretary, Department of Homeland Security.

As required by 18 U.S.C. § 208(a), I will not participate personally and substantially in any particular matter in which I know that I have a financial interest directly and predictably affected by the matter, or in which I know that a person whose interests are imputed to me has a financial interest directly and predictably affected by the matter, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2). I understand that the interests of the following persons are imputed to me: any spouse or minor child of mine; any general partner of a partnership in which I am a limited or general partner; any organization in which I serve as officer, director, trustee, general partner or employee; and any person or organization with which I am negotiating or have an arrangement concerning prospective employment.

I am the principal and owner of my consulting limited liability corporation, which does business as Sunesis Consulting, LLC (the "LLC"). The LLC ceased engaging in any business on January 20, 2017. During my appointment to the position of Secretary, the LLC will remain dormant and will not advertise. I will not perform any services for the LLC, except that I will comply with any requirements involving legal filings, taxes and fees that are necessary to maintain the LLC while it is in an inactive status. As Secretary, I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the financial interests of the LLC. The LLC has no outstanding client fees. In addition, I will not participate personally and substantially in any particular matter involving specific parties in which I know a former client of mine is a party or represents a party for a period of one year after I last provided service to that client, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d). Pursuant to 5 C.F.R. § 2635.502(d), I will seek written authorization to participate in particular matters involving specific parties in which my former client, the World Bank, is a party or represents a party. I also will seek a waiver of the provisions of paragraph 6 of the Ethics Pledge under Executive Order 13770 with regard to the World Bank.

I resigned from my positions with the following entities in January 2017: Res/CON, Greater New Orleans, Inc.; World Economic Forum; Cyber Institute, National Cybersecurity Center; George Washington University, Center for Cyber and Homeland Security; and the North

Atlantic Treaty Organization (NATO). For a period of one year after my resignation from each of these entities, I will not participate personally and substantially in any particular matter involving specific parties in which I know that entity is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d). Pursuant to 5 C.F.R. § 2635.502(d), I will seek written authorization to participate in particular matters involving specific parties in which NATO is a party or represents a party. I also will seek a waiver of the provisions of paragraph 6 of the Ethics Pledge under Executive Order 13770 with regard to NATO.

If I have a managed account or otherwise use the services of an investment professional during my appointment, I will ensure that the account manager or investment professional obtains my prior approval on a case-by-case basis for the purchase of any assets other than cash, cash equivalents, investment funds that qualify for the exemption at 5 C.F.R. § 2640.201(a), or obligations of the United States.

I will meet in person with you during the first week of my service in the position of Secretary in order to complete the initial ethics briefing required under 5 C.F.R. § 2638.305. Within 90 days of my confirmation, I will document my compliance with this ethics agreement by notifying you in writing when I have completed the steps described in this ethics agreement.

I understand that as an appointee I must continue to abide by the Ethics Pledge (Exec. Order No. 13770) that I previously signed and that I will be bound by the requirements and restrictions therein in addition to the commitments I have made in this ethics agreement.

I have been advised that this ethics agreement will be posted publicly, consistent with 5 U.S.C. § 552, on the website of the U.S. Office of Government Ethics with ethics agreements of other Presidential nominees who file public financial disclosure reports.

Sincerely, (b)(6)

(b)(6)

(b)(6) Kirstjen Nielsen



Homeland Security

MAR 06 2018

MEMORANDUM FOR: Joseph B. Maher
Principal Deputy General Counsel and Designated Agency Ethics
Official

FROM: Kirstjen M. Nielsen
Secretary

SUBJECT: Disqualification Statement and Screening Arrangement

This memorandum is to provide you with written notification of the screening arrangement I have implemented to ensure that I comply with my obligation to recuse myself from certain matters with which I have a financial interest, or a personal or business relationship. These recusal obligations are set forth in the Ethics Agreement I executed on October 23, 2017, prior to my confirmation as Secretary, U.S. Department of Homeland Security (DHS).

I am disqualified from participating personally and substantially in any particular matter that would have a direct and predictable effect on Sunesis Consulting, LLC, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1).

Unless I am authorized to participate, I also am disqualified from participating in any particular matter involving specific parties¹ in which any of the following entities is a party or represents a party unless I first obtain written authorization to do so pursuant to 5 C.F.R. 2635.502(d):

North Atlantic Treaty Organization (NATO)
Analytic Services, Inc.
Binera, Inc.
Booz Allen Hamilton, Inc.
Deloitte Consulting, LLC
Deutsche Bank
Hagerty Consulting, LLC

¹ "Particular matter involving specific parties includes any judicial or other proceeding, application, request for a ruling or other determination, contract, claim, controversy, investigation, charge, accusation, arrest or other particular matter involving a specific party or parties. The term typically involves a specific proceeding affecting the legal rights of the parties, or an isolatable transaction or related set of transactions between identified parties." 5 C.F.R. § 2635.502(b)(3).

Hassett Willis Inc.
MarkLogic Corporation
National Institute of Building Sciences
Ridge-Schmidt Cyber, LLC
Ridge Global LLC
Strategic Operational Solutions, Inc. (STOPSO)
World Bank Group
Zaza Advisors

As a political appointee subject to the Ethics Pledge, I am also restricted for two years following my appointment on January 20, 2017, from participating in any particular matter involving the specific parties² identified above and from participating in any official meeting or communication, in which any of the following entities is a party or represents a party unless I first obtain written authorization to do so pursuant to Executive Order 13770, Section 3.

In order to help ensure that I do not participate in matters relating to any of the entities listed above, I have taken or will take the following steps:

1. I have instructed the Chief of Staff (COS) or the Deputy Chief of Staff, (DCOS), to screen all DHS matters directed to my attention that involve outside entities or that require my participation, to determine if they involve any of the entities or organizations listed above.
2. If either the COS or DCOS determines that a matter involves any of these entities or organizations, directly or indirectly, the COS or DCOS will refer the matter to the Deputy Secretary (the "Alternate Official") for action or assignment, without my knowledge or involvement, except that all matters involving Booz Allen Hamilton, Inc. and Analytic Services, Inc. (also known as Homeland Security Studies & Analysis) shall be referred to the Under Secretary for Management for action or assignment, without my knowledge or involvement.
3. I will provide the COS, DCOS, the Alternate Official and the Under Secretary for Management with a copy of this memorandum so that they may fully understand the purpose and scope of my recusal obligations and this screening arrangement. In order to help ensure that I do not inadvertently participate in matters from which I should be recused, I am directing the COS, DCOS, the Alternate Official and the Under Secretary for Management to

² The U.S. Office of Government Ethics guidance indicates that "particular matters involving specific parties" under this paragraph of the Pledge includes the decision to give an official speech where the former employer or client is the sponsor. Guidance on this restriction provides for an exception. It permits a Pledge signatory to make a decision about giving an official speech where a former client or former employer is the sponsor, where (1) the event is open to all interested parties (five or more stakeholders) and (2) the speech discusses or applies to "a particular matter of general applicability" (defined as "... a particular matter that is focused on the interests of a discrete and identifiable class of persons, but does not involve specific parties" 5 C.F.R. § 2640.102(m)). OGE Legal Advisory 17-03, Guidance on Executive Order 13770, referencing DO-09-011, Ethics Pledge: Revolving Door Ban—All Appointees Entering Government. A discrete and identifiable class of persons is a group of persons or entities, similarly affected by a government action, and could include any of the following—academic institutions, non-profits, non-governmental organizations, or the private sector.

seek the assistance of an agency ethics official if they are ever uncertain whether or not I may participate in a matter.

4. I will provide a copy of this memorandum to my principal subordinates. I also will instruct my principal subordinates that all inquiries and comments involving any of the entities listed above should be directed to the COS, DCOS, Alternate Official or the Under Secretary for Management without my knowledge or involvement.
5. In consultation with an agency ethics official, I will revise and update my ethics agreement and/or this memorandum whenever that is warranted by changed circumstances, including changes in my financial interests, my personal or business relationships, or the nature of my official duties.

In the event of any changes to this disqualification and screening arrangement, I will provide a copy of the revised memorandum to you, the Alternate Official, the Under Secretary for Management, the Chief of Staff, the Deputy Chief of Staff and my principal subordinates.

cc:

Elaine Duke, Deputy Secretary
Claire M. Grady, Under Secretary for Management
Chad Wolf, Chief of Staff
Elizabeth Neumann, Deputy Chief of Staff
Eliza Thurston, Scheduler

March 1, 2017

Joseph B. Maher
Designated Agency Ethics Official
Department of Homeland Security
Washington, D.C. 20528-0485

Dear Mr. Maher:

The purpose of this letter is to describe the steps that I will take to avoid any actual or apparent conflict of interest in the event that I am confirmed for the position of Deputy Secretary of the Department of Homeland Security.

As required by 18 U.S.C. § 208(a), I will not participate personally and substantially in any particular matter in which I know that I have a financial interest directly and predictably affected by the matter, or in which I know that a person whose interests are imputed to me has a financial interest directly and predictably affected by the matter, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2). I understand that the interests of the following persons are imputed to me: any spouse or minor child of mine; any general partner of a partnership in which I am a limited or general partner; any organization in which I serve as officer, director, trustee, general partner or employee; and any person or organization with which I am negotiating or have an arrangement concerning prospective employment.

I am the principal and owner of my consulting limited liability corporation, which does business as Elaine Duke and Associates, LLC (the "LLC"). Upon confirmation, the LLC will cease engaging in any business. During my appointment to the position of Deputy Secretary, the LLC will remain dormant and will not advertise. I will not perform any services for the LLC, except that I will comply with any requirements involving legal filings, taxes and fees that are necessary to maintain the LLC while it is in an inactive status. As Deputy Secretary, I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the financial interests of my LLC. All amounts owed to me by any of my clients will be fixed before I assume the duties of the position of Deputy Secretary, and I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the ability or willingness of any of these clients to pay these amounts. In addition, I will not participate personally and substantially in any particular matter involving specific parties in which I know a former client of mine is a party or represents a party for a period of one year after I last provided service to that client, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

Upon confirmation, I will resign from my position with Anser. I have already resigned from my positions with the Government Technology and Services Coalition in January 2017 and the Homeland Security Studies & Analysis Institute in October 2016. For a period of one year

after my resignation from each of these entities, I will not participate personally and substantially in any particular matter involving specific parties in which I know that entity is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

My spouse serves as a Director for Tridentis. He does not hold stock, stock options, or restricted stock in Tridentis. For as long as my spouse continues to provide services to Tridentis, I will not participate personally and substantially in any particular matter involving specific parties in which I know that Tridentis is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

My spouse also serves as a Director for Vista Technology Services, Inc. He owns stock options in Vista Technology Services, Inc. I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the financial interests of Vista Technology Services, Inc., unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1).

If I have a managed account or otherwise use the services of an investment professional during my appointment, I will ensure that the account manager or investment professional obtains my prior approval on a case-by-case basis for the purchase of any assets other than cash, cash equivalents, investment funds that qualify for the exemption at 5 C.F.R. § 2640.201(a), or obligations of the United States.

I will meet in person with you during the first week of my service in the position of Deputy Secretary in order to complete the initial ethics briefing required under 5 C.F.R. § 2638.305. Within 90 days of my confirmation, I will document my compliance with this ethics agreement by notifying you in writing when I have completed the steps described in this ethics agreement.

I understand that as an appointee I will be required to sign the Ethics Pledge (Exec. Order no. 13,770) and that I will be bound by the requirements and restrictions therein in addition to the commitments I have made in this ethics agreement.

I have been advised that this ethics agreement will be posted publicly, consistent with 5 U.S.C. § 552, on the website of the U.S. Office of Government Ethics with ethics agreements of other Presidential nominees who file public financial disclosure reports.

Sincerely,

(b)(6)

Elaine Costanzo Duke



Homeland Security

April 12, 2017

MEMORANDUM FOR: John F. Kelly
Secretary
(b)(6)
FROM: Elaine Duke
Deputy Secretary
SUBJECT: Disqualification Statement and Screening Arrangement

This memorandum is to provide you with written notification of the screening arrangement I have implemented to ensure that I comply with my obligation to recuse myself from certain matters with which I have a financial interest, or a personal or business relationship. These recusal obligations are set forth in the Ethics Agreement I executed on March 1, 2017, prior to my confirmation as Deputy Secretary, U.S. Department of Homeland Security (DHS).

I am disqualified from participating personally and substantially in any particular matter that would have a direct and predictable effect on Vista Technology Services, Inc., unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1).

Unless I am authorized to participate, I also am disqualified from participating in any particular matter involving specific parties in which any of the following entities is a party or represents a party unless I first obtain written authorization to do so pursuant to 5 C.F.R. 2635.502(d):

Anser
Government Technology and Services Coalition
Homeland Security Studies & Analysis Institute
Tridentis
Western Fairfax Christian Ministries

As a political appointee subject to the Ethics Pledge, I am also restricted for two years following my appointment on April 4, 2017, from participating in any particular matter involving specific parties and from participating in any official meeting or communication, in which any of the following entities is a party or represents a party unless I first obtain written authorization to do so pursuant to Executive Order 13770, Section 3:

Anser
Booz Allen Hamilton

AT Kearney
General Dynamics
Government Technology and Services Coalition
Homeland Securities Studies & Analysis Institute
The Columbia Group
IMS Government Solutions
Willcor
Clear
Huntington Ingalls
L3 Communications
AMSEC
Willcor
Paul Schneider
Clear
Raytheon
IDA
Mason Harriman
Leidos
Alex-Alternative Experts, LLC
Calibre
Gephardt
Command CG

In order to help ensure that I do not participate in matters relating to any of the entities listed above, I have taken or will take the following steps:

1. I have instructed the Deputy Chief of Staff, Office of the Deputy Secretary* (DCOS), to screen all DHS matters directed to my attention that involve outside entities or that require my participation, to determine if they involve any of the entities or organizations listed above.
2. If the DCOS determines that a matter involves any of these entities or organizations, directly or indirectly, the DCOS will refer the matter to the Under Secretary for Management* (the "Alternate Official") for action or assignment, without my knowledge or involvement.
3. I will provide the DCOS and the Alternate Official with a copy of this memorandum so that they may fully understand the purpose and scope of my recusal obligations and this screening arrangement. In order to help ensure that I do not inadvertently participate in matters from which I should be recused, I am directing the DCOS or the Alternate Official to seek the assistance of an agency ethics official if they are ever uncertain whether or not I may participate in a matter.

* In the event there is no incumbent in these positions, instructions shall be given to the employees holding them in an "Acting" role.

4. I will provide a copy of this memorandum to my principal subordinates. I also will instruct my principal subordinates that all inquiries and comments involving any of the entities listed above should be directed to the DCOS, without my knowledge or involvement.
5. In consultation with an agency ethics official, I will revise and update my ethics agreement and/or this memorandum whenever that is warranted by changed circumstances, including changes in my financial interests, my personal or business relationships, or the nature of my official duties.

In the event of any changes to this screening arrangement, I will provide a copy of the revised screening arrangement memorandum to you, the Deputy Chief of Staff, Office of the Deputy Secretary, the Alternate Official and my principal subordinates.

cc: Office of Government Ethics
Joseph B. Maher, Designated Agency Ethics Official
Deputy Chief of Staff, Office of the Deputy Secretary
Chip Fulghum, Acting Under Secretary for Management

(b)(6)



Homeland Security

MEMORANDUM FOR: Susan Corbin
Acting Assistant Secretary

FROM: Ben Cassidy (b)(6)
Advisor
Office of Legislative Affairs

SUBJECT: Disqualification Statement

This memorandum is to provide you with written notification of my obligation to recuse myself from certain matters with which I have a financial interest, or a personal or business relationship. I am disqualified from participating personally and substantially in any particular matter that would have a direct and predictable effect on The Boeing Company ("Boeing").

In order to help ensure that I do not participate in matters relating to Boeing, I have taken or will take the following steps:

1. I will refer any matters involving Boeing that come to my attention to Susan Corbin, acting Assistant Secretary, Office of Legislative Affairs (the "Alternate Official") for action or assignment, without my action or involvement.
2. I will provide the Alternate Official with a copy of this memorandum so that she may fully understand the purpose and scope of my recusal obligations. I am requesting the Alternate Official to seek the assistance of an agency ethics official if she is ever uncertain whether or not I may participate in a matter.
3. I will provide a copy of this memorandum or advise my principal subordinates of my recusal obligations as set forth in this memorandum. I also will instruct my principal subordinates that all inquiries and comments involving Boeing should be directed to the Alternate Official, without my knowledge or involvement.
4. In consultation with an agency ethics official, I will revise and update this memorandum whenever that is warranted by changed circumstances, including changes in my financial interests, my personal or business relationships, or the nature of my official duties.

cc: Joseph B. Maher, Designated Agency Ethics Official
Susan Corbin, Acting Assistant Secretary, Office of Legislative Affairs
Kirstjen Nielson, Chief of Staff

August 15, 2017

Joseph B. Maher
Designated Agency Ethics Official
Department of Homeland Security
Washington, D.C. 20528-0485

Dear Mr. Maher:

The purpose of this letter is to describe the steps that I will take to avoid any actual or apparent conflicts of interest when I assume the position of Officer, Office of Civil Rights and Civil Liberties, Department of Homeland Security.

As required by 18 U.S.C. §208(a), I will not participate personally and substantially in any particular matter in which I know that I have a financial interest directly and predictably affected by the matter, or in which I know that a person whose interests are imputed to me as a financial interest directly and predictably affected by the matter, unless I first obtain a written waiver, pursuant to 18 U.S.C. §208(b)(2). I understand that the interests of the following persons are imputed to me: any spouse or minor child of mine; any general partner of a partnership in which I am a limited or general partner; any organization in which I serve as officer, director, trustee, general partner, or employee; and any person or organization with which I am negotiating or have an arrangement concerning prospective employment.

If I have a managed account or otherwise use the services of an investment professional during my appointment, I will ensure that the account manager or investment professional obtains my prior approval on a case-by-case basis for the purchase of any assets other than cash, cash equivalents, investment funds that qualify for the exemption at 5 C.F.R. §2640.201(a), obligations of the United States, or municipal bonds.

Upon beginning service, I will resign my positions with George Mason University School of Law and with Community Residences, Inc. For a period of one year after my resignations, I will not participate personally and substantially in any particular matter involving specific parties in which I know either George Mason University Scalia Law School or Community Residences, Inc. is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d). All salary due to me by George Mason University Scalia Law School has been paid.

I will meet in person with you during the first week of my service in order to complete the initial ethics briefing required under 5 C.F.R. § 2638.305. Within 90 days of my beginning service, I will document my compliance with this ethics agreement by notifying you in writing when I have completed the steps described in this ethics agreement.

CAMERON P. QUINN

I know that as an appointee I was required to sign President Trump's Ethics Commitment Pledge (Executive Order No. 13770), which was executed on February 2, 2017, and that I will be bound by the requirements and restrictions therein in addition to the commitments I have made in this ethics agreement.

Sincerely,

(b)(6)

Cameron Quinn

February 15, 2018

Joseph Maher
Designated Agency Ethics Official
Department of Homeland Security
Washington, D.C. 20528-0485

Dear Mr. Maher:

The purpose of this letter is to describe the steps that I will take to avoid any actual or apparent conflict of interest in the event that I am confirmed for the position of Under Secretary, National Protection and Programs Directorate, Department of Homeland Security.

As required by 18 U.S.C. § 208(a), I will not participate personally and substantially in any particular matter in which I know that I have a financial interest directly and predictably affected by the matter, or in which I know that a person whose interests are imputed to me has a financial interest directly and predictably affected by the matter, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2). I understand that the interests of the following persons are imputed to me: any spouse or minor child of mine; any general partner of a partnership in which I am a limited or general partner; any organization in which I serve as officer, director, trustee, general partner or employee; and any person or organization with which I am negotiating or have an arrangement concerning prospective employment.

I terminated my employment with Microsoft Corporation on March 18, 2017. I will not participate personally and substantially in any particular matter involving specific parties in which I know Microsoft is a party or represents a party for a period of one year after I terminated my employment at Microsoft, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

I resigned from my position with the National Cybersecurity Alliance on March 16, 2017. For a period of one year after my resignation from the National Cybersecurity Alliance, I will not participate personally and substantially in any particular matter involving specific parties in which I know that the National Cybersecurity Alliance is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

If I have a managed account or otherwise use the services of an investment professional during my appointment, I will ensure that the account manager or investment professional obtains my prior approval on a case-by-case basis for the purchase of any assets other than cash, cash equivalents, investment funds or municipal bonds that qualify for the exemption at 5 C.F.R. § 2640.201(a), or obligations of the United States.

I will meet in person with you during the first week of my service in the position of Under Secretary in order to complete the initial ethics briefing required under 5 C.F.R. § 2638.305. Within 90 days of my confirmation, I will document my compliance with this ethics agreement by notifying you in writing when I have completed the steps described in this ethics agreement.

I understand that as an appointee I must continue to abide by the Ethics Pledge (Exec. Order No. 13770) that I previously signed and that I will be bound by the requirements and restrictions therein in addition to the commitments I have made in this ethics agreement.

I have been advised that this ethics agreement will be posted publicly, consistent with 5 U.S.C. § 552, on the website of the U.S. Office of Government Ethics with ethics agreements of other Presidential nominees who file public financial disclosure reports.

Sincerely

(b)(6)

Christopher C. Krebs

February 20, 2018

Joseph B. Maher
Designated Agency Ethics Official
Department of Homeland Security
Washington, D.C. 20528-0485

Dear Mr. Maher,

The purpose of this letter is to amend my ethics agreement signed on August 3, 2017, relating to the nature of the payments that I will receive from The Heritage Foundation. I am amending paragraph four of my original ethics agreement by adding the text italicized below in order to address this issue, which has arisen because I am eligible to receive the specified retirement plan contribution by virtue of having still been employed by The Heritage Foundation as of December 31, 2017:

The Heritage Foundation may pay me a pro rata bonus that covers only the period of calendar year 2017 prior to my resignation. The amount of this bonus will be calculated and paid to me by The Heritage Foundation prior to assuming the duties of General Counsel, and I will forfeit any amounts not paid to me prior to assuming the duties of General Counsel. If I receive the bonus, I will not participate personally and substantially in any particular matter involving specific parties in which I know The Heritage Foundation is a party or represents a party for a period of two years from the date on which I receive the bonus, unless I first receive a written waiver pursuant to 5 C.F.R. § 2635.503(e). During my appointment to the position of General Counsel, I will not receive any payments from The Heritage Foundation and will not have any other right or claim for further payments from The Heritage Foundation *other than The Heritage Foundation's contribution to my retirement plan in respect of 2017, pursuant to the plan's policy. After assuming the duties of General Counsel, until I have received this payment, I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the ability or willingness of The Heritage Foundation to make this payment, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1).*

I have been advised that this amendment to my ethics agreement will be posted publicly, consistent with 5 U.S.C. § 552, on the website of the U.S. Office of Government Ethics with ethics agreements of other Presidential nominees who file public financial disclosure reports.

Sincerely,

(b)(6)

John M. Mitnick

August 3, 2017

Joseph Maher
Designated Agency Ethics Official
Department of Homeland Security
Washington, D.C. 20528-0485

Dear Mr. Maher,

The purpose of this letter is to describe the steps I will take to avoid any actual or apparent conflict of interest in the event I am confirmed for and appointed to the position of General Counsel, Department of Homeland Security.

As required by 18 U.S.C. § 208(a), I will not participate personally and substantially in any particular matter in which I know that I have a financial interest directly and predictably affected by the matter, or in which I know that a person whose interests are imputed to me has a financial interest directly and predictably affected by the matter, unless I first obtain a written waiver pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption pursuant to 18 U.S.C. § 208(b)(2). I understand that the interests of the following persons are imputed to me:¹ any spouse or minor child of mine; any general partner of a partnership in which I am a limited or general partner; any organization in which I serve as an officer, director, trustee, general partner or employee; and any person or organization with which I am negotiating or have an arrangement concerning prospective employment.

If confirmed by the United States Senate, prior to assuming the duties of General Counsel, Department of Homeland Security, I will resign from my positions with The Heritage Foundation and Merton College Charitable Corporation, and as Trustee of my Family Trust. For a period of one year after my resignation from each of these entities, I will not participate personally and substantially in any particular matter involving specific parties in which I know any of these entities is a party or represents a party, unless I am first authorized to participate pursuant to 5 C.F.R. § 2635.502(d).

The Heritage Foundation may pay me a *pro rata* bonus that covers only the period of calendar year 2017 prior to my resignation. The amount of this bonus will be calculated and paid to me by The Heritage Foundation prior to assuming the duties of General Counsel, and I will forfeit any amounts not paid to me prior to assuming the duties of General Counsel. If I receive the bonus, I will not participate personally and substantially in any particular matter involving specific parties in which I know The Heritage Foundation is a party or represents a party for a

¹ Subject to applicable U.S. Office of Government Ethics and other federal government legal and policy guidance.

period of two years from the date on which I receive the bonus, unless I first receive a written waiver pursuant to 5 C.F.R. § 2635.503(c). During my appointment to the position of General Counsel, I will not receive any payments from The Heritage Foundation and will not have any other right or claim for further payments from The Heritage Foundation.

As a former executive with Raytheon Company, I will continue to participate in the Raytheon Company deferred compensation plan. During my appointment to the position of General Counsel, for as long as I continue to participate in such deferred compensation plan, as required by 18 U.S.C. § 208(a) I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the ability or willingness of Raytheon Company to provide the foregoing contractual benefit, unless I first obtain a written waiver pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption pursuant to 18 U.S.C. § 208(b)(2).

Upon confirmation, I will resign from my position with Valaurum, Inc. Because I will continue to hold stock and stock options in Valaurum, Inc., during my appointment to the position of General Counsel, as required by 18 U.S.C. § 208(a), I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the financial interests of Valaurum, Inc., unless I first obtain a written waiver pursuant to 18 U.S.C. § 208(b)(1).

I am the sole shareholder of Team Baseballs, Inc., which has occasionally acquired and sold items. During my appointment to the position of General Counsel, the corporation will not acquire new items. If I continue to maintain the Team Baseballs, Inc., website domain name and home page, I will delete the pages from the website on which books and other items are sold or on which there are endorsements pertaining to any other parties or references to my expert commentary. I will delete or disable any navigation links from the home page, and I will add a statement to the home page that the website is inactive. During my appointment to the position of General Counsel, the corporation will be inactive and I will not perform any services for the corporation, except that the corporation will comply with any and all requirements involving corporate and legal filings, preparation and filing of tax returns, and payment of taxes and fees, and I may participate in such activities. During my appointment to the position of General Counsel, as required by 18 U.S.C. § 208(a), I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the financial interests of Team Baseballs, Inc., unless I first obtain a written waiver pursuant to 18 U.S.C. § 208(b)(1).

I am the sole shareholder of Southeast Property Development Corporation ("SPDC"), which holds one undeveloped parcel of land in Georgia. During my appointment to the position of General Counsel, SPDC will be inactive and will not acquire new property, and I will not perform any services for SPDC or represent SPDC in any way, except that SPDC may (1) sell the land, and (2) comply with any and all requirements involving corporate and legal filings.

preparation and filing of tax returns, and payment of taxes and fees; and I may participate in such activities. Another officer of SPDC will address, on behalf of SPDC, any and all zoning, permitted use, tax assessment, and eminent domain matters that arise relating to the land. I may receive investment income from SPDC. During my appointment to the position of General Counsel, as required by 18 U.S.C. § 208(a), I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the financial interests of the SPDC unless I first obtain a written waiver pursuant to 18 U.S.C. § 208(b)(1).

During my appointment to the position of General Counsel, I will not actively participate in the management of or provide other services to Rosedale Manor Associates, L.L.P. ("Rosedale"), and I will grant a proxy for voting my partnership interest on issues relating to the management of the partnership. I may receive investment income from Rosedale. During my appointment to the position of General Counsel, as required by 18 U.S.C. § 208(a), I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the financial interests of Rosedale, unless I first obtain a written waiver pursuant to 18 U.S.C. § 208(b)(1).

I may receive compensation for sales of my book, *Team Baseballs: Artifacts of the Game*, from Amazon and from sales that my co-author's company makes through conferences, events, and other marketing efforts. I will not personally participate in sales of my book. During my appointment to the position of General Counsel, I will not participate personally and substantially in any particular matter involving specific parties in which I know my co-author is a party or represents a party, unless I am first authorized to participate pursuant to 5 C.F.R. § 2635.502(d).

If I have a managed account or otherwise use the services of an investment professional during my appointment to the position of General Counsel, I will ensure that the account manager or investment professional obtains my prior approval on a case-by-case basis for the purchase of any assets other than cash, cash equivalents, investment funds that qualify for the exemption at 5 C.F.R. § 2640.201(a), obligations of the United States, or municipal bonds.

I will meet in person with you during the first week of my service in the position of General Counsel in order to complete the initial ethics briefing required under 5 C.F.R. § 2638.305. Within 90 days of my confirmation, I will also document my compliance with this ethics agreement by notifying you in writing when I have completed the steps described in this ethics agreement.

I have been advised that this ethics agreement will be posted publicly, consistent with 5 U.S.C. § 552, on the website of the U.S. Office of Government Ethics with ethics agreements of other Presidential nominees who file public financial disclosure reports.

Finally, I understand that as an appointee I will be required to sign the Ethics Pledge (Exec. Order No. 13770), and that I will be bound by the requirements and restrictions therein in addition to the commitments I have made in this ethics agreement.

Sincerely

(b)(6)

John M. Mitnick

April 4, 2017

Joseph B. Maher
Designated Agency Ethics Official
Department of Homeland Security
Washington, D.C. 20528-0485

Dear Mr. Maher:

The purpose of this letter is to describe the steps that I will take to avoid any actual or apparent conflict of interest in the event that I am confirmed for the position of Under Secretary for Intelligence and Analysis.

As required by 18 U.S.C. § 208(a), I will not participate personally and substantially in any particular matter in which I know that I have a financial interest directly and predictably affected by the matter, or in which I know that a person whose interests are imputed to me has a financial interest directly and predictably affected by the matter, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2). I understand that the interests of the following persons are imputed to me: any spouse or minor child of mine; any general partner of a partnership in which I am a limited or general partner; any organization in which I serve as officer, director, trustee, general partner or employee; and any person or organization with which I am negotiating or have an arrangement concerning prospective employment.

I will divest my interests in the following entities within 90 days of my confirmation: Apple Inc. and Amazon. With regard to each of these entities, I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the financial interests of the entity until I have divested it, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2).

I understand that I may be eligible to request a Certificate of Divestiture for qualifying assets and that a Certificate of Divestiture is effective only if obtained prior to divestiture. Regardless of whether I receive a Certificate of Divestiture, I will ensure that all divestitures discussed in this agreement occur within the agreed upon timeframes and that all proceeds are invested in non-conflicting assets.

If I rely on a *de minimis* exemption under 5 C.F.R. § 2640.202 with regard to any of my financial interests in securities, I will monitor the value of those interests. If the aggregate value of interests affected by a particular matter increases and exceeds the *de minimis* threshold, I will not participate personally and substantially in the particular matter that to my knowledge has a direct and predictable effect on the interests, unless I first obtain a written waiver pursuant to 18 U.S.C. § 208(b)(1).

If I have a managed account or otherwise use the services of an investment professional during my appointment, I will ensure that the account manager or investment professional obtains my prior approval on a case-by-case basis for the purchase of any assets other than cash, cash equivalents, investment funds that qualify for the exemption at 5 C.F.R. § 2640.201(a), obligations of the United States, or municipal bonds.

I understand that as an appointee I will be required to sign the Ethics Pledge (Exec. Order no. 13770) and that I will be bound by the requirements and restrictions therein in addition to the commitments I have made in this ethics agreement.

I will meet in person with you during the first week of my service in the position of Under Secretary for Intelligence and Analysis in order to complete the initial ethics briefing required under 5 C.F.R. § 2638.305. Within 90 days of my confirmation, I will document my compliance with this ethics agreement by notifying you in writing when I have completed the steps described in this ethics agreement.

I have been advised that this ethics agreement will be posted publicly, consistent with 5 U.S.C. § 552, on the website of the U.S. Office of Government Ethics with ethics agreements of other Presidential nominees who file public financial disclosure reports.

Sincerely,

(b)(6)

David J. Glawe



Homeland Security

MEMORANDUM FOR: Elaine C. Duke
Acting Secretary

FROM: David J. Glawe
Under Secretary
Intelligence and Analysis

(b)(6)

SUBJECT: Screening Arrangement and Disqualification

This memorandum is to provide you with written notification of the screening arrangement I have implemented to ensure that I comply with my obligation to recuse myself from certain matters with which I have a financial interest, or a personal or business relationship. These recusal obligations are set forth in the Ethics Agreement I executed on April 4, 2017 (copy attached), prior to my confirmation as Under Secretary, Intelligence and Analysis, U.S. Department of Homeland Security (DHS).

I am disqualified from participating personally and substantially in any particular matter that would have a direct and predictable effect on:

Apple, Inc
Amazon

In order to help ensure that I do not participate in matters relating to any of the entities listed above, I have taken or will take the following steps:

1. I have instructed (b)(6) and (b)(6) (the "Screeners"), to screen all DHS matters directed to my attention that involve outside entities or that require my participation, to determine if they involve any of the entities or organizations listed above.
2. If either Screener determines that a matter involves any of these entities or organizations, directly or indirectly, he/she will refer the matter to David Grannis, Deputy Under Secretary, (the "Alternate Official") for action or assignment, without my knowledge or involvement.
3. I will provide the Screeners and the Alternate Official with a copy of this memorandum so that they may fully understand the purpose and scope of my recusal obligations and this screening arrangement. In order to help ensure that I do not inadvertently participate in

matters from which I should be recused, I am directing the Screeners to seek the assistance of an agency ethics official if he/she is ever uncertain whether or not I may participate in a matter.

4. I will provide a copy of this memorandum to my principal subordinates [or, advise my principal subordinates of my recusal obligations and screening arrangement, as set forth in this memorandum]. I also will instruct my principal subordinates that all inquiries and comments involving any of the entities listed above should be directed to the Alternate Official, without my knowledge or involvement.
5. In consultation with an agency ethics official, I will revise and update my ethics agreement and/or this memorandum whenever that is warranted by changed circumstances, including changes in my financial interests, my personal or business relationships, or the nature of my official duties.

In the event of any changes to this screening arrangement, I will provide a copy of the revised screening arrangement memorandum to you, the Screeners, the Alternate Official and my principal subordinates.

Attachment: Ethics Agreement Letter

cc:

Joseph B. Maher, Designated Agency Ethics Official

David Grannis, Principal Deputy Under Secretary, Intelligence and Analysis

(b)(6) Chief of Staff, Intelligence and Analysis

Deputy Chief of Staff, Intelligence and Analysis

Chad Wolf, Acting Chief of Staff

May 19, 2017

Joseph B. Maher
Designated Agency Ethics Official
Department of Homeland Security
Washington, D.C. 20528-0485

Dear Mr. Maher:

The purpose of this letter is to describe the steps that I will take to avoid any actual or apparent conflict of interest in the event that I am confirmed for the position of Under Secretary for Management of the Department of Homeland Security.

As required by 18 U.S.C. § 208(a), I will not participate personally and substantially in any particular matter in which I know that I have a financial interest directly and predictably affected by the matter, or in which I know that a person whose interests are imputed to me has a financial interest directly and predictably affected by the matter, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2). I understand that the interests of the following persons are imputed to me: any spouse or minor child of mine; any general partner of a partnership in which I am a limited or general partner; any organization in which I serve as officer, director, trustee, general partner or employee; and any person or organization with which I am negotiating or have an arrangement concerning prospective employment.

If I rely on a *de minimis* exemption under 5 C.F.R. § 2640.202 with regard to any of my financial interests in securities, I will monitor the value of those interests. If the aggregate value of interests affected by a particular matter increases and exceeds the *de minimis* threshold, I will not participate personally and substantially in the particular matter that to my knowledge has a direct and predictable effect on the interests, unless I first obtain a written waiver pursuant to 18 U.S.C. § 208(b)(1).

If I have a managed account or otherwise use the services of an investment professional during my appointment, I will ensure that the account manager or investment professional obtains my prior approval on a case-by-case basis for the purchase of any assets other than cash, cash equivalents, investment funds that qualify for the exemption at 5 C.F.R. § 2640.201(a), obligations of the United States, or municipal bonds.

I will meet in person with you during the first week of my service in the position of Under Secretary for Management in order to complete the initial ethics briefing required under 5 C.F.R. § 2638.305.

I understand that as an appointee I will be required to sign the Ethics Pledge (Exec. Order no. 13770) and that I will be bound by the requirements and restrictions therein in addition to the commitments I have made in this ethics agreement.

Finally, I have been advised that this ethics agreement will be posted publicly, consistent with 5 U.S.C. § 552, on the website of the U.S. Office of Government Ethics with ethics agreements of other Presidential nominees who file public financial disclosure reports.

Sincerely,

(b)(6)

Claire M. Grady

(b)(6)



Homeland Security

September 14, 2017

MEMORANDUM FOR: Elaine C. Duke
Acting Secretary

FROM: Claire M. Grady (b)(6)
Senior Official Performing the Duties of the Deputy Secretary and
Under Secretary for Management

SUBJECT: Screening Arrangement and Disqualification

This memorandum is to provide you with written notification of the screening arrangement I have implemented to ensure that I comply with my obligation to recuse myself from certain matters with which I have a financial interest, or a personal or business relationship.

Unless I am authorized to participate, I am disqualified from participating in any particular matter involving specific parties in which National Contract Management Association is a party or represents a party for one year unless I first obtain written authorization to do so pursuant to 5 C.F.R. § 2635.502.

As a political appointee subject to the Ethics Pledge, I am also restricted for two years following my appointment from participating in any particular matter involving specific parties and from participating in any official meeting or communication, in which the National Contract Management Association ("NCMA") is a party or represents a party unless I first obtain written authorization to do so pursuant to Executive Order 13770, Section 3. This recusal obligation expires on August 9, 2019.

In order to help ensure that I do not participate in matters relating to NCMA, I have taken or will take the following steps:

1. I have instructed my Chief of Staff (the "Screener"), to screen all DHS matters directed to my attention that involve outside entities or that require my participation, to determine if they involve NCMA.
2. If the Screener determines that a matter involves NCMA, directly or indirectly, [s/he] will refer the matter to the Deputy Under Secretary of Management (the "Alternate Official") for action or assignment, without my knowledge or involvement.

3. I will provide the Screener and the Alternate Official with a copy of this memorandum so that they may fully understand the purpose and scope of my recusal obligations and this screening arrangement. In order to help ensure that I do not inadvertently participate in matters from which I should be recused, I am directing the Screener to seek the assistance of an agency ethics official if [he/she] is ever uncertain whether or not I may participate in a matter.
4. I will provide a copy of this memorandum to my principal subordinates [or, advise my principal subordinates of my recusal obligations and screening arrangement, as set forth in this memorandum]. I also will instruct my principal subordinates that all inquiries and comments involving any of the entities listed above should be directed to the Alternate Official, without my knowledge or involvement.
5. In consultation with an agency ethics official, I will revise and update my ethics agreement and/or this memorandum whenever that is warranted by changed circumstances, including changes in my financial interests, my personal or business relationships, or the nature of my official duties.

In the event of any changes to this screening arrangement, I will provide a copy of the revised screening arrangement memorandum to [or, advise] you, the Screener, the Alternate Official and my principal subordinates.

cc:

Joseph B. Maher, Designated Agency Ethics Official
Chip Fulghum, Deputy Under Secretary of Management
Kaitlin Stoddard, Acting Deputy Chief of Staff, Office of the Deputy Secretary
Laurie Boulden, Chief of Staff, Under Secretary of Management



Homeland Security

JAN 29 2018

MEMORANDUM FOR: Kirstjen Nielsen
Secretary

FROM: Claire M. Grady (b)(6)
Senior Official Performing the Duties of the Deputy Secretary and
Under Secretary for Management

SUBJECT: Screening Arrangement and Disqualification

This memorandum is to provide you with written notification of the screening arrangement I have implemented to ensure that I comply with my obligation to recuse myself from certain matters with which I have a financial interest, or a personal or business relationship.

Unless I am authorized to participate, I am disqualified from participating in any particular matter involving specific parties in which National Contract Management Association ("NCMA") is a party or represents a party for one year unless I first obtain written authorization to do so pursuant to 5 C.F.R. § 2635.502.

As a political appointee subject to the Ethics Pledge, I am also restricted for two years following my appointment from participating in any particular matter involving specific parties and from participating in any official meeting or communication, in which NCMA is a party or represents a party unless I first obtain written authorization to do so pursuant to Executive Order 13770, Section 3. This recusal obligation expires on August 9, 2019.

In order to help ensure that I do not participate in matters relating to NCMA, I have taken or will take the following steps:

1. I have instructed my Chief of Staff (the "Screener"), to screen all DHS matters directed to my attention that involve outside entities or that require my participation, to determine if they involve NCMA.
2. If the Screener determines that a matter involves NCMA, directly or indirectly, [s/he] will refer the matter to the Deputy Under Secretary of Management (the "Alternate Official") for action or assignment, without my knowledge or involvement.

3. I will provide the Screener and the Alternate Official with a copy of this memorandum so that they may fully understand the purpose and scope of my recusal obligations and this screening arrangement. In order to help ensure that I do not inadvertently participate in matters from which I should be recused, I am directing the Screener to seek the assistance of an agency ethics official if [he/she] is ever uncertain whether or not I may participate in a matter.
4. I will provide a copy of this memorandum to my principal subordinates [or, advise my principal subordinates of my recusal obligations and screening arrangement, as set forth in this memorandum]. I also will instruct my principal subordinates that all inquiries and comments involving any of the entities listed above should be directed to the Alternate Official, without my knowledge or involvement.
5. In consultation with an agency ethics official, I will revise and update my ethics agreement and/or this memorandum whenever that is warranted by changed circumstances, including changes in my financial interests, my personal or business relationships, or the nature of my official duties.

In the event of any changes to this screening arrangement, I will provide a copy of the revised screening arrangement memorandum to [or, advise] you, the Screener, the Alternate Official and my principal subordinates.

cc:

Joseph B. Maher, Designated Agency Ethics Official
Chip Fulghum, Deputy Under Secretary of Management
Elizabeth Neumann, Deputy Chief of Staff, Office of the Deputy Secretary
Laurie Boulden, Chief of Staff, Under Secretary of Management

March 9, 2017

Mr. Joseph Maher
Designated Agency Ethics Official
Department of Homeland Security
Washington, D.C. 20528-0485

Dear Mr. Maher:

The purpose of this letter is to describe the steps that I will take to avoid any actual or apparent conflict of interest in the event that I am confirmed for the position of Director of United States Citizenship and Immigration Services, Department of Homeland Security.

As required by 18 U.S.C. § 208(a), I will not participate personally and substantially in any particular matter in which I know that I have a financial interest directly and predictably affected by the matter, or in which I know that a person whose interests are imputed to me has a financial interest directly and predictably affected by the matter, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2). I understand that the interests of the following persons are imputed to me: any spouse or minor child of mine; any general partner of a partnership in which I am a limited or general partner; any organization in which I serve as officer, director, trustee, general partner or employee; and any person or organization with which I am negotiating or have an arrangement concerning prospective employment.

I understand that as an appointee I am required to sign the Ethics Pledge (Exec. Order No. 13770) and that I will be bound by the requirements and restrictions therein in addition to the commitments I have made in this and any other ethics agreement.

Finally, I have been advised that this ethics agreement will be posted publicly, consistent with 5 U.S.C. § 552, on the website of the U.S. Office of Government Ethics with ethics agreements of other Presidential nominees who file public financial disclosure reports.

Sincerely,

(b)(6)

Lee Francis Cissna

DISQUALIFICATION & SCREENING ARRANGEMENT

TO: Thomas Homan, Deputy Director and Senior Official Performing the Duties of the Director

FROM: Thomas Blank, Chief Of Staff, ICE Office of the Director (b)(6) (b)(6)

DATE: August 17, 2017

SUBJECT: Disqualification Statement and Screening Arrangement

This memorandum is to provide you with written notification of the screening arrangement I have implemented to ensure that I comply with my obligation to recuse myself from official participation in certain matters impacting my personal or imputed financial interests or my personal and business affiliations and interests. These recusal obligations are set forth in the Ethics Agreement I executed on August 17, 2017, as Chief of Staff, Immigration and Customs Enforcement, U.S. Department of Homeland Security (DHS).

I am disqualified from personal and substantial participation in any particular matter that would have a direct and predictable effect on any of the following non-federal entities, unless I first obtain ethics guidance pursuant to 18 U.S.C. § 208(b) (1) or (b) (2).

**Belvedere Strategies LLC
AT & T
Fairfax County, VA
Salt Lake County, UT
Dodge County, WI
Allegheny County, PA**

Under the Ethics Regulation at 5 C.F.R. 2635.502, I am disqualified from participation in any particular matter involving specific parties in which any of the following entities is a party or represents a party, unless I first obtain written authorization to do so pursuant to 5 C.F.R. § 2635.502(d):

**Gebhart Group Government Affairs
Securiguard Inc.
Belvedere Strategies LLC
American Science & Engineering
Water Quality Association
Redlen Technologies**

Additionally, I have several former lobbying clients not subject to the Regulatory recusal and cool off period outlined in 5 C.F.R. § 2635.502. However, out of an abundance of caution and seeking to uphold the integrity of ICE mission and programs, I voluntarily intend to recuse myself from any and all official matters involving the following entities for the duration of my ICE tenure:

**Yankee Foxtrot, Inc.
Taser International**

To ensure compliance with the Recusal requirements noted above, I will take the following steps to ensure I do not participate in any official matters affecting the covered parties:

- (1) I am instructing (b)(6) Special Assistant, to screen all matters directed to my attention that involve any persons or organizations outside the Federal Government, and to determine whether such matters involve any covered party subject to my recusal memorandum. To ensure that I do not inadvertently participate in official matters from which I am recused, I have directed (b)(6) and/or (b)(6) ICE Deputy Chief of Staff, to consult the ICE Ethics Office immediately if there is any uncertainty or ambiguity as to whether I am disqualified from participating in a specific matter. I will provide (b)(6) and (b)(6) with a copy of this memorandum so that they may fully understand the purpose and scope of my recusal obligations and this screening arrangement.
- (2) If (b)(6) determines that a matter directly or indirectly involves the covered party, the matter will be referred to (b)(6) for action or assignment, without my knowledge or involvement.
- (3) I will provide a copy of this memorandum to my principal subordinates. I also will instruct my principal subordinates that all inquiries and comments involving any of the entities listed above should be directed to (b)(6) without my knowledge or involvement.
- (4) In consultation with the ICE Ethics Office, I will revise and update my ethics agreement and/or this memorandum whenever that is warranted by changed circumstances, including changes in my personal or imputed financial interests, my personal or business relationships, or the nature of my official duties.

In the event of any changes to my personal or imputed financial interests or personal or business relationships, I will provide a copy of the revised screening arrangement memorandum to you, the ICE Ethics Office, the designated Alternate Official, the designated Screener, and my principal ICE subordinates.

cc: (b)(6) ICE Ethics Office
(b)(6) Special Assistant
(b)(6) ICE Deputy Chief of Staff

DISQUALIFICATION & SCREENING ARRANGEMENT

TO: Thomas Homan, Deputy Director and Senior Official Performing the Duties of the Director

FROM: Thomas Blank, Chief Of Staff, ICE Office of the Director (b)(6)

DATE: 12/1/2017

SUBJECT: Supplemental Disqualification Statement and Screening Arrangement

This memorandum serves as a supplement to the Disqualification and Screening Arrangement, dated August 17, 2017, to ensure that I comply with my obligation to recuse myself from official participation in certain matters impacting my personal or imputed financial interests or my personal and business affiliations and interests.

Under the Ethics Regulation at 5 C.F.R. 2635.502, I am further disqualified from participation in any particular matter involving specific parties in which the following entity is a party or represents a party, unless I first obtain written authorization to do so pursuant to 5 C.F.R. § 2635.502(d):

Allegany County, State of Pennsylvania

I will follow the same steps as outlined in the Disqualification and Screening Arrangement, dated August 17, 2017, to ensure I do not participate in any official matters affecting the above party.

cc: OPLA, ICE Ethics Office
(b)(6) Special Assistant
(b)(6) ICE Deputy Chief of Staff
[Additional supervisors or subordinates, as appropriate]

ETHICS AGREEMENT

August 23, 2017

(b)(6)

Chief, ICE Ethics Office
Office of Principal Legal Advisor
Washington, D.C.

Dear Ms. (b)(6),

The purpose of this letter is to describe the steps that I will take to avoid any actual or apparent conflict of interest during my tenure as Chief of Staff in the Office of the Director, U.S. Immigration & Customs Enforcement:

Financial Interests under 18 U.S.C. § 208

As required by 18 U.S.C. § 208(a), I will not participate personally and substantially in any particular matter in which I know that I have a financial interest directly and predictably affected by the matter, or in which I know that a person whose interests are imputed to me has a financial interest directly and predictably affected by the matter, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2). I understand that the interests of the following persons are imputed to me: any spouse or minor child of mine; any general partner of a partnership in which I am a limited or general partner; any organization in which I serve as officer, director, trustee, general partner or employee; and any person or organization with which I am negotiating or have an arrangement concerning prospective employment.

1. Pursuant to 18 U.S.C. § 208(a), I recuse myself from participation in any and all official matters involving **Belvedere Strategies LLC** for the duration of my ICE tenure. Because I will continue to participate in this entity's defined benefit pension plan, I will not participate personally and substantially in any particular matter that, to my knowledge, has a direct and predictable effect on the ability or willingness of **Belvedere Strategies LLC** to provide this contractual benefit, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2).
2. If I rely on a *de minimis* exemption under 5 C.F.R. § 2640.202 with regard to my financial interests in **AT&T Inc.**, I will monitor the value of those interests. If the aggregate value of interests affected by a particular matter increases and exceeds the **\$15,000 de minimis** threshold, I will not participate personally and substantially in any particular matter that, to my knowledge, has a direct and predictable effect on **AT&T Inc.**, unless I first obtain a written waiver pursuant to 18 U.S.C. § 208(b)(1);

3. My duties as ICE Chief of Staff of ICE may involve particular matters affecting the following counties in which I hold municipal bonds: **Dodge County, WI; Fairfax County, VA; and Salt Lake County UT.** The agency has determined that it is not necessary at this time for me to divest these bonds, because my recusal from particular matters involving these counties posing a conflict of interest will not substantially limit my ability to perform the essential duties of the position of Chief of Staff. Accordingly, for as long as I own these interests, I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the market value of any of these bonds, or on the ability or willingness of the issuers to pay their debt obligations to me, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2).

Covered Relationships under 5 C.F.R. § 2635.502

In addition to the Conflict of Interest statute discussed above the Impartiality regulation requires me to consider whether my impartiality would be questioned by “a reasonable person with knowledge of the relevant facts.” The regulation requires me to disqualify myself from participating in a “particular matter involving specific parties” if the matter affects a member of my household, or if any entity with which I have a Covered Relationship under the Ethics Regulation is (or represents) a party to the matter. See 5 C.F.R. § 2635.502. I have the following Covered Relationships under this Regulation:

- a. My spouse is employed by **Securiguard Inc.**, in a position for which she receives a fixed annual salary. Pursuant to 5 C.F.R. § 2635.502, I will not participate personally and substantially in any particular matter involving specific parties in which I know **Securiguard Inc.** is a party, or represents a party. Should my spouse obtain new employment during my ICE tenure, I will immediately inform the ICE Ethics office and seek ethics guidance on recusal from any new spousal employer.
- b. During the latter part of 2016 (precise date unknown), I served as a lobbyist on behalf of former employers **Gephardt Group Government Affairs and Belvedere Strategies**. Pursuant to the Ethics Regulation, I have Covered Relationships with both former employers that require my recusal from official participation in particular matters involving those entities for a specified period of time:
 - i. Pursuant to 5 C.F.R. 2635.502, I will not participate personally and substantially in any particular matter involving specific parties in which I know my former employer, **Gephardt Group**, is a party, or represents a party, for a period of one year from **December 31, 2016**.
 - ii. As discussed above, I have defined benefit pension from **Belvedere Strategies** that imposes a statutory recusal under 18 U.S.C. § 208 from official participation in particular matters involving **Belvedere**

Strategies which supersedes the one-year regulatory “cool off” from Belvedere Strategies under this section.

- c. I performed lobbying activities for various clients during my tenure at **Gephardt Group** and **Belvedere Strategies** until the latter part of 2016 (precise date unknown). Pursuant to 5 C.F.R. § 2635.502, I will not participate personally and substantially in any particular matter involving specific parties in which I know any former clients of mine listed below is a party, or represents a party, for a period of one year from December 31, 2016:

- i. **Water Quality Association**
- ii. **Redlen Technologies**
- iii. **American Science & Engineering**

- d. Additionally, I have several former lobbying clients not subject to the Regulatory recusal and cool off period outlined in 5 C.F.R. § 2635.502. However, out of an abundance of caution and seeking to uphold the integrity of ICE mission and programs, I voluntarily intend to recuse myself from any and all official matters involving the following entities for the duration of my ICE tenure:

- i. **Yankee Foxtrot, Inc.**
- ii. **Taser International**

Sincerely,

(b)(6)

(b)(6)

Thomas R. Blank

July 12, 2017

Joseph Maher
Designated Agency Ethics Official
Department of Homeland Security
Washington, D.C. 20528-0485

Dear Mr. Maher:

The purpose of this letter is to describe the steps that I will take to avoid any actual or apparent conflict of interest in the event that I am appointed to the position of U.S. Fire Administrator.

As required by 18 U.S.C. § 208(a), I will not participate personally and substantially in any particular matter in which I know that I have a financial interest directly and predictably affected by the matter, or in which I know that a person whose interests are imputed to me has a financial interest directly and predictably affected by the matter, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2). I understand that the interests of the following persons are imputed to me: any spouse or minor child of mine; any general partner of a partnership in which I am a limited or general partner; any organization in which I serve as officer, director, trustee, general partner or employee; and any person or organization with which I am negotiating or have an arrangement concerning prospective employment.

Upon appointment, I will resign from my positions with the following entities: Central Oklahoma Chapter of the American Red Cross; Oklahoma City National Memorial Foundation; and the Oklahoma State Fire Marshal's Commission. For a period of one year after my resignation from each of these entities, I will not participate personally and substantially in any particular matter involving specific parties in which I know that entity is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

If I have a managed account or otherwise use the services of an investment professional during my appointment, I will ensure that the account manager or investment professional obtains my prior approval on a case-by-case basis for the purchase of any assets other than cash, cash equivalents, investment funds that qualify for the exemption at 5 C.F.R. § 2640.201(a), or obligations of the United States.

I will meet in person with you during the first week of my service in the position of U.S. Fire Administrator in order to complete the initial ethics briefing required under 5 C.F.R. § 2638.305. Within 90 days of my appointment, I will also document my compliance with this ethics agreement by notifying you in writing when I have completed the steps described in this ethics agreement.

I understand that as an appointee I will be required to sign the Ethics Pledge (Exec. Order no. 13770) and that I will be bound by the requirements and restrictions therein in addition to the commitments I have made in this ethics agreement.

I have been advised that this ethics agreement will be posted publicly, consistent with 5 U.S.C. § 552, on the website of the U.S. Office of Government Ethics with ethics agreements of other Presidential nominees who file public financial disclosure reports.

Sincerely,

(b)(6)

(b)(6)

Gerald Keith Bryant

(b)(6)

Cc:

Administrator, FEMA

Deputy Administrator, FEMA

Deputy Administrator, U.S. Fire Administration

Chief Counsel, FEMA



FEMA

September 1, 2017

MEMORANDUM FOR: Brock Long (b)(6)
Administrator, Federal Emergency Management Agency

FROM: Jeff Byard (b)(6)
Associate Administrator, Office of Response and Recovery

SUBJECT: Recusals and Screening Arrangement (b)(6)

This memorandum is to provide you with written notification of the screening arrangement I have implemented to ensure that I comply with my obligation to recuse myself from certain matters as required by law.

A. Recusals.

I have a "covered relationship" with the Alabama Emergency Management Agency. This covered relationship will last for a period of one year after my employment ended with that agency.

I also have a covered relationship with the Central Alabama Regional Planning & Development Commission; EAT South, LLC; and Montgomery Area Community Wellness Coalition.

Pursuant to 5 C.F.R. § 2635.502(d), I will seek written authorization to participate in particular matters involving specific parties in which any of the above-named entities is a party or represents a party.

B. Screening Arrangement.

In order to help ensure that I do not participate in matters relating to any of the entities listed above, I have taken or will take the following steps:

1. I have instructed the Office of Response and Recovery front office staff (the "Screeners"), to screen all FEMA matters directed to my attention that involve outside entities or that require my participation, to determine if they involve any of the entities or organizations listed above.
2. If a Screener determines that a matter involves any of these entities or organizations, directly or indirectly, he will refer them to the Deputy Associate Administrator for the Office of Response and Recovery (the "Alternate Official") or to the official acting in that role if the position is vacant for action or assignment, without my knowledge or involvement.

3. I will provide the Screeners and the Alternate Official with a copy of this memorandum so that they may fully understand the purpose and scope of my recusal obligations and this screening arrangement. In order to help ensure that I do not inadvertently participate in matters from which I should be recused, I am directing the Screeners to seek the assistance of an agency ethics official if he is ever uncertain whether I may participate in a matter.
4. I will provide a copy of this memorandum to my principal subordinates or, advise my principal subordinates of my recusal obligations and screening arrangement, as set forth in this memorandum. I also will instruct my principal subordinates that all inquiries and comments involving any of the entities listed above should be directed to the Alternate Official, without my knowledge or involvement.
5. In consultation with an agency ethics official, I will revise and update my ethics agreement and/or this memorandum whenever that is warranted by changed circumstances, including changes in my financial interests, my personal or business relationships, or the nature of my official duties.

In the event of any changes to this screening arrangement, I will provide a copy of the revised screening arrangement memorandum to or, advise you, the Screener, the Alternate Official and my principal subordinates.

cc: FEMA Deputy Administrator
FEMA Chief of Staff
FEMA Chief Counsel



FEMA

MEMORANDUM FOR: Brock Long
Administrator, Federal Emergency Management Agency

FROM: James K. Joseph (b)(6)
Regional Administrator, FEMA Region V

SUBJECT: Recusal and Screening Arrangement

This memorandum provides you with written notification of the screening arrangement I have implemented to ensure that I comply with my obligation to recuse myself from particular matters with which I have a financial interest, or a personal or business relationship.

A. Financial Interests

I am disqualified from participating personally and substantially in any particular matter that would have a direct and predictable effect on any of the following organizations, unless I first obtain a written waiver pursuant to 18 U.S.C. § 208(b)(1):

Bunn Corporation

B. Covered Relationships

As the former Director of the Illinois Emergency Management Agency (IEMA), I have a "covered relationship" with the State of Illinois. 5 C.F.R. § 2635.502(b)(1)(iv). This covered relationship will last for a period of one year after I last provided service to that entity, which occurred on November 11, 2017. Pursuant to 5 C.F.R. § 2635.502(d), I will seek written authorization to participate in particular matters involving specific parties in which any of the following entities is a party or represents a party:

State of Illinois
IEMA

C. Screening Arrangement

In order to ensure that I do not participate in matters relating to any of the entities listed above, I have taken or will take the following steps:

1. I have instructed the Deputy Regional Administrator, (b)(6) and the Region V Senior Staff to screen all FEMA matters directed to my attention that involve outside entities or that

require my participation, to determine if they involve any of the entities or organizations listed above.

2. If a member of the Senior Staff determines that a matter involves any of these entities or organizations, directly or indirectly, he or she will refer the matter to (b)(6) or to the official acting in the role of the Region V Deputy Regional Administrator if the position is vacant ("Alternate Official"), for action or assignment, without my knowledge or involvement.
3. In the rare instance when a matter involving any of these entities is directed to me, I will immediately direct the matter to (b)(6).
4. I have provided (b)(6) with a copy of this memorandum so that she may fully understand the purpose and scope of my recusal obligations and this screening arrangement. In order to help ensure that I do not inadvertently participate in matters from which I should be recused, I am directing (b)(6) to seek the assistance of the Regional Counsel if she is ever uncertain whether or not I may participate in a matter.
5. I have provided a copy of this memorandum to the Region V Senior Staff and, as a reminder, instruct my Senior Staff to direct all inquiries and comments involving these entities directly to (b)(6) or the Alternate Official, for action or assignment, without my knowledge or involvement.
6. In consultation with the Regional Counsel, I will revise and update this memorandum whenever warranted by changed circumstances, including changes in my financial interests, my personal or business relationships, or the nature of my official duties.

In the event of any changes to this screening arrangement, I will provide a copy of the revised agreement to you and the individuals listed below.

cc:

FEMA Deputy Administrator
FEMA Chief of Staff
FEMA Chief Counsel
Deputy Regional Administrator, FEMA Region V
Regional Counsel, FEMA Region V
Division Directors, FEMA Region V
External Affairs Officer, FEMA Region V

July 20, 2017

Joseph B. Maher
Designated Agency Ethics Official
Department of Homeland Security
Washington, D.C. 20528-0485

Dear Mr. Maher:

The purpose of this letter is to describe the steps that I will take to avoid any actual or apparent conflict of interest in the event that I am confirmed for the position of Deputy Administrator for Protection and Natural Preparedness, Federal Emergency Management Agency, Department of Homeland Security.

As required by 18 U.S.C. § 208(a), I will not participate personally and substantially in any particular matter in which I know that I have a financial interest directly and predictably affected by the matter, or in which I know that a person whose interests are imputed to me has a financial interest directly and predictably affected by the matter, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2). I understand that the interests of the following persons are imputed to me: any spouse or minor child of mine; any general partner of a partnership in which I am a limited or general partner; any organization in which I serve as officer, director, trustee, general partner or employee; and any person or organization with which I am negotiating or have an arrangement concerning prospective employment.

Upon confirmation, I will resign from my position with Air Worldwide. I hold unvested stock options and unvested restricted stock in Air Worldwide. I do not hold stock, vested stock options, vested restricted stock, or restricted stock units in Air Worldwide. Pursuant to the company's compensation plan, all unvested stock options and unvested restricted stock will be forfeited upon separation. For a period of one year after my resignation, I will not participate personally and substantially in any particular matter involving specific parties in which I know Air Worldwide is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

Upon confirmation, I will resign from my position with George Washington University. I resigned from my position with ANSER in July 2016. For a period of one year after my resignation from each of these entities, I will not participate personally and substantially in any particular matter involving specific parties in which I know that entity is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

I will divest my interests in the following entities within 90 days of my confirmation: YieldStreet Law Firm Financing I, YieldStreet Accelerated Pre-Settlement Portfolio VIII, YieldStreet Accelerated Pre-Settlement Portfolio IX, YieldStreet Accelerated Pre-Settlement Portfolio X, YieldStreet Diversified Pre-Settlement Portfolio XVIII. With regard to each of these funds, I will not participate personally and substantially in any particular matter in which to my knowledge I have a financial interest, if the particular matter has a direct and predictable effect on the financial interests of the fund or its underlying holdings until I have divested it, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2).

I understand that I may be eligible to request a Certificate of Divestiture for qualifying assets and that a Certificate of Divestiture is effective only if obtained prior to divestiture. Regardless of whether I receive a Certificate of Divestiture, I will ensure that all divestitures discussed in this agreement occur within the agreed upon timeframes and that all proceeds are invested in non-conflicting assets.

If I have a managed account or otherwise use the services of an investment professional during my appointment, I will ensure that the account manager or investment professional obtains my prior approval on a case-by-case basis for the purchase of any assets other than cash, cash equivalents, investment funds that qualify for the exemption at 5 C.F.R. § 2640.201(a), or obligations of the United States.

I will meet in person with you or another DHS ethics official during the first week of my service in the position of Deputy Administrator for Protection and Natural Preparedness in order to complete the initial ethics briefing required under 5 C.F.R. § 2638.305. Within 90 days of my confirmation, I will document my compliance with this ethics agreement by notifying you in writing when I have completed the steps described in this ethics agreement.

I understand that as an appointee I will be required to sign the Ethics Pledge (Exec. Order no. 13,770) and that I will be bound by the requirements and restrictions therein in addition to the commitments I have made in this ethics agreement.

I have been advised that this ethics agreement will be posted publicly, consistent with 5 U.S.C. § 552, on the website of the U.S. Office of Government Ethics with ethics agreements of other Presidential nominees who file public financial disclosure reports.

Sincerely,

(b)(6)

Daniel J. Kaniewski



FEMA

NOV 30 2017

MEMORANDUM FOR: Brock Long
Administrator
Federal Emergency Management Agency

FROM: Daniel Kaniewski (b)(6)
Acting Deputy Administrator
Federal Emergency Management Agency

SUBJECT: Recusals and Screening Arrangement

This memorandum is to provide you with written notification of the screening arrangement I have implemented to ensure that I comply with my obligation to recuse myself from certain matters with which I have a financial interest, a personal or a business relationship. These recusal obligations are set forth in the Ethics Agreement I executed on July 20, 2017, prior to my confirmation as Administrator, Federal Emergency Management Agency (FEMA).

A. Financial Interests

I am disqualified from participating personally and substantially in any particular matter that would have a direct and predictable effect on any of the following organizations, unless I first obtain a written waiver pursuant to 18 U.S.C. § 208(b)(1) or an exemption applies pursuant to 18 U.S.C. § 208(b)(2):

Twin Cities EMR Consulting, LLC
Verisk Analytics, Inc.
United States 12 Month Oil Fund, LP (USL)
YieldStreet Multi-Use Real Estate Portfolio IV
YieldStreet Commercial Real Estate Portfolio II
YieldStreet Multi-Use Real Estate Portfolio VI
Fundrise Heartland eREIT
Fundrise West Coast eREIT
Fundrise East Coast eREIT
MogulREIT I

B. Covered Relationships.

I have a "covered relationship" with the City of Dallas, Texas because I had a business or employment relationship which ended on June 29, 2017. This covered relationship will last until June 29, 2018. Pursuant to 5 C.F.R. § 2635.502(d), I will seek written authorization to participate in any particular matters involving specific parties in which the City of Dallas, Texas is a party or represents a party.

C. Ethics Pledge.

As a political appointee subject to the provisions of Executive Order 13770, I am also restricted for two years following my appointment on September 15, 2017, from participating in any particular matters involving specific parties (including regulations and contracts) that is directly and substantially related to the following former employers or former clients unless I first obtain written authorization to do so pursuant to Executive Order 13770, Section 3 as well as 5 C.F.R. § 2635.502(d):

AIR Worldwide
George Washington University
ANSER

D. Screening Arrangement.

In order to help ensure that I do not participate in matters relating to any of the entities listed above, I have taken or will take the following steps:

1. I have instructed (b)(6) and (b)(6) (the "Screeners") to screen all FEMA matters directed to my attention that involve outside entities or that require my participation, to determine if they involve any of the entities or organizations listed above.
2. If the Screeners determine that a matter involves any of these entities or organizations, directly or indirectly, he will refer them to the appropriate FEMA official, or to the FEMA Chief of Staff, for action or assignment without my knowledge or involvement. The person so referred will act as the Alternate Official for that action.
3. I will provide the Screeners with a copy of this memorandum so they fully understand the purpose and scope of my recusal obligations and this screening arrangement. The Screeners should provide a copy of this memorandum to any Alternate Official. In order to help ensure that I do not inadvertently participate in matters from which I should be recused, I am directing my Screeners to seek the assistance of an agency ethics official if he or she is ever uncertain whether I may participate in a matter.
4. I will provide a copy of this memorandum to my principal subordinates or, advise my principal subordinates of my recusal obligations and screening arrangement, as set forth in this memorandum. I also will instruct my principal subordinates that all inquiries and

comments involving any of the entities listed above should be directed to the Alternate Official, without my knowledge or involvement.

5. In consultation with an agency ethics official, I will revise and update my ethics agreement and/or this memorandum whenever that is warranted by changed circumstances, including changes in my financial interests, my personal or business relationships, or the nature of my official duties.

In the event of any changes to this screening arrangement, I will provide a copy of the revised screening arrangement memorandum to or, advise you, the Screeners, and my principal subordinates.

Attachment: Ethics Agreement Letter, dated July 20, 2017

cc:

Secretary of Homeland Security
FEMA Administrator
DHS Chief of Staff
DHS Designated Agency Ethics Official
FEMA Chief of Staff
FEMA Chief Counsel



FEMA

June 10, 2017

MEMORANDUM FOR: John F. Kelly
Secretary of Homeland Security

FROM: Brock Long
Administrator, Federal Emergency Management Agency

SUBJECT: Recusals Required by Ethics Agreement

(b)(6)

(b)(6)

This memorandum is to provide you with written notification of the screening arrangement I have implemented to ensure that I comply with my obligation to recuse myself from certain matters with which I have a financial interest, or a personal or business relationship. These recusal obligations are set forth in the Ethics Agreement I executed on April 24, 2017, prior to my confirmation as Administrator, Federal Emergency Management Agency (FEMA).

A. Financial Interests

I am disqualified from participating personally and substantially in any particular matter that would have a direct and predictable effect on any of the following organizations, unless I first obtain a written waiver pursuant to 18 U.S.C. § 208(b)(1):

AbbVie Inc.
Air Products & Chemicals Incorporated (APD)
Apple Incorporated (AAPL)
Baker Hughes Inc. (BHI)
Carnival Corporation Paired Ctf (CCL)
Centurylink Incorporated (CTL)
Chubb Limited (CB)
CME Group Inc (CME)
Crown Castle International Corporation New REIT (CCI)
Eaton Corporation PLC (ETN)
Energy Transfer Partners L.P. Unit Ltd Partnership (ETP)
Enterprise Products Partners LP (EPD)
Fidus Investment Corp (FDUS)
Garmin Ltd (GRMN)
JPMorgan Chase & Company (JPM)
Kraft Heinz Company (KHC)
Marathon Petroleum Corporation (MPC)
Merck & Co. Inc. (MRK)
Microchip Technology Inc. (MCHP)

www.fema.gov

Microsoft Corp. (MSFT)
Newell Brands Inc. (NWL)
Oracle Corp. (ORCL)
PepsiCo Inc (PEP)
Pfizer Inc. (PFE)
SVB Financial Group (SIVB)
Time Warner Inc. (TWX)
Union Pacific Corp. (UNP)

B. Extraordinary Payment.

I received an extraordinary payment upon my recent resignation from Hagerty Consulting, Inc. on June 21, 2017. Accordingly, I will not participate personally and substantially in any particular matter involving specific parties in which I know Hagerty Consulting, Inc. is a party or represents a party for a period of two years from June 21, 2017, unless I first receive a written waiver pursuant to 5 C.F.R. § 2635.503(c).

C. Covered Relationships.

I have a "covered relationship" with certain state and municipal entities that were my clients while I was employed at Hagerty Consulting, Inc.; this covered relationship will last for a period of one year after I last provided service to that entity. Pursuant to 5 C.F.R. § 2635.502(d), I will seek written authorization to participate in particular matters involving specific parties in which any of these entities is a party or represents a party.

Atlanta Urban Area Security Initiative
Brantley County, GA County Manager's Office
Brunswick/Glynn County, GA Water and Sewer Commission
Center for Transportation and the Environment
Chatham County Emergency Management Agency
Chelsea, MA Public Schools
City of Danville, VA City Manager's Office
City of Fort Worth, TX Office of Emergency Management
Cook County Department of Homeland Security and Emergency Management
Georgia Department of Natural Resources
Horry County, SC County Manager's Office
Houston, TX METRO
Lee County, FL Emergency Management Agency
Long Beach, CA Department of Health and Human Services
New England Catastrophic Planning Initiative
NYC Office of Emergency Management
Prince William County, VA Emergency Management Agency
Rhode Island Department of Environmental Management
Rhode Island Emergency Management Agency
San Diego County, CA Emergency Management Agency
Santa Barbara County, CA Emergency Management Agency

Tarrant County, TX Public Health Department

Please note that my wife is no longer employed by Viewmont Pharmacy and we have no financial interest in that company. Because there is no longer a need for it, I am no longer recusing myself from matters in which I know Viewmont Pharmacy is a party or represents a party.

D. Ethics Pledge.

As a political appointee subject to the provisions of Executive Order 13770, I am also restricted for two years following my appointment on June 20, 2017, from participating in any particular matter involving specific parties and from participating in any official meeting or communication, in which any of the following entities is a party or represents a party unless I first obtain written authorization to do so pursuant to Executive Order 13770, Section 3:

Booze Allen Hamilton
Eagle Hill Consulting
Ravinia Festival
Westfield Mall Corporation

E. Screening Arrangement.

In order to help ensure that I do not participate in matters relating to any of the entities listed above, I have taken or will take the following steps:

1. I have instructed FEMA Chief of Staff Eric Heighberger (the "Screener"), to screen all FEMA matters directed to my attention that involve outside entities or that require my participation, to determine if they involve any of the entities or organizations listed above.
2. If the Screener determines that a matter involves any of these entities or organizations, directly or indirectly, he will refer them to the FEMA Deputy Administrator or to the official acting in the role of FEMA Deputy Administrator if the Deputy Administrator position is vacant (the "Alternate Official") for action or assignment, without my knowledge or involvement.
3. I will provide the Screener and the Alternate Official with a copy of this memorandum so that they may fully understand the purpose and scope of my recusal obligations and this screening arrangement. In order to help ensure that I do not inadvertently participate in matters from which I should be recused, I am directing the Screener to seek the assistance of an agency ethics official if he is ever uncertain whether I may participate in a matter.
4. I will provide a copy of this memorandum to my principal subordinates or, advise my principal subordinates of my recusal obligations and screening arrangement, as set forth in this memorandum. I also will instruct my principal subordinates that all inquiries and comments involving any of the entities listed above should be directed to the Alternate Official, without my knowledge or involvement.
5. In consultation with an agency ethics official, I will revise and update my ethics agreement and/or this memorandum whenever that is warranted by changed circumstances, including

changes in my financial interests, my personal or business relationships, or the nature of my official duties.

In the event of any changes to this screening arrangement, I will provide a copy of the revised screening arrangement memorandum to or, advise you, the Screener, the Alternate Official and my principal subordinates.

Attachment: Ethics Agreement Letter, dated April 24, 2017

cc: Office of Government Ethics
Deputy Secretary of Homeland Security
DHS Chief of Staff
DHS Designated Agency Ethics Official
FEMA Deputy Administrator
FEMA Chief of Staff
FEMA Chief Counsel



Homeland
Security

April 24, 2017

Joseph Maher
Designated Agency Ethics Official
Department of Homeland Security
Washington, D.C. 20528-0485

Dear Mr. Maher:

The purpose of this letter is to describe the steps that I will take to avoid any actual or apparent conflict of interest in the event that I am confirmed for the position of Administrator of the Federal Emergency Management Agency.

As required by 18 U.S.C. § 208(a), I will not participate personally and substantially in any particular matter in which I know that I have a financial interest directly and predictably affected by the matter, or in which I know that a person whose interests are imputed to me has a financial interest directly and predictably affected by the matter, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2). I understand that the interests of the following persons are imputed to me: any spouse or minor child of mine; any general partner of a partnership in which I am a limited or general partner; any organization in which I serve as officer, director, trustee, general partner or employee; and any person or organization with which I am negotiating or have an arrangement concerning prospective employment.

Upon confirmation, I will resign from my position with Hagerty Consulting, Inc. If Hagerty Consulting, Inc. decides to pay me a bonus for work I performed during 2017, I will not accept the bonus and will forfeit it, unless I receive the bonus before I assume the duties of the position of Administrator. If I receive the bonus, I will not participate personally and substantially in any particular matter involving specific parties in which I know Hagerty Consulting, Inc. is a party or represents a party for a period of two years from the date on which I receive the bonus, unless I first receive a written waiver pursuant to 5 C.F.R. § 2635.503(c). If I do not receive the bonus, I will not participate personally and substantially in any particular matter involving specific parties in which I know the Hagerty Consulting, Inc., is a party or represents a party for a period of one year from the date of my resignation, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d). In addition, I will not participate personally and substantially in any particular matter involving specific parties in which I know a former client of mine is a party or represents a party, for a period of one year after I last provided service to that client, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

I will have a "covered relationship" under 5 C.F.R. § 2635.502 with the state and municipal entities that were my clients while I was employed at Hagerty Consulting, Inc. See Attachment A. I will have a covered relationship with each entity for a period of one year after I last provided service

to that entity. Pursuant to 5 C.F.R. § 2635.502(d), I will seek written authorization to participate in particular matters involving specific parties in which any of these entities is a party or represents a party.

My spouse is employed by Viewmont Pharmacy in a position for which she receives a fixed annual salary. For as long as my spouse continues to work for Viewmont Pharmacy, I will not participate personally and substantially in any particular matter involving specific parties in which I know Viewmont Pharmacy is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

Within 90 days of confirmation, I will divest my interests Merck & Co., Inc., Pfizer Inc., and AbbVie Inc. With regard to each of these entities, I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the financial interests of the entity until I have divested it, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2).

I understand that I may be eligible to request a Certificate of Divestiture for qualifying assets and that a Certificate of Divestiture is effective only if obtained prior to divestiture. Regardless of whether I receive a Certificate of Divestiture, I will ensure that all divestitures discussed in this agreement occur within the agreed upon timeframes and that all proceeds are invested in non-conflicting assets.

If I rely on a *de minimis* exemption under 5 C.F.R. § 2640.202 with regard to any of my financial interests in securities, I will monitor the value of those interests. If the aggregate value of interests affected by a particular matter increases and exceeds the *de minimis* threshold, I will not participate personally and substantially in the particular matter that to my knowledge has a direct and predictable effect on the interests, unless I first obtain a written waiver pursuant to 18 U.S.C. § 208(b)(1).

If I have a managed account or otherwise use the services of an investment professional during my appointment, I will ensure that the account manager or investment professional obtains my prior approval on a case-by-case basis for the purchase of any assets other than cash, cash equivalents, investment funds that qualify for the exemption at 5 C.F.R. § 2640.201(a), or obligations of the United States.

I will meet in person with you during the first week of my service in the position of Administrator in order to complete the initial ethics briefing required under 5 C.F.R. § 2638.305. Within 90 days of my confirmation, I will also document my compliance with this ethics agreement by notifying you in writing when I have completed the steps described in this ethics agreement.

I understand that as an appointee I will be required to sign the Ethics Pledge (Exec. Order no. 13770) and that I will be bound by the requirements and restrictions therein in addition to the commitments I have made in this ethics agreement.

I have been advised that this ethics agreement will be posted publicly, consistent with 5 U.S.C. § 552, on the website of the U.S. Office of Government Ethics with ethics agreements of other Presidential nominees who file public financial disclosure reports.

Sincerely,

(b)(6)

William B. Long

ATTACHMENT A

1. Atlanta Urban Area Security Initiative
2. Chatham County Emergency Management Agency
3. Chelsea, MA Public Schools
4. Cook County Department of Homeland Security and Emergency Management
5. Center for Transportation and the Environment
6. City of Fort Worth, TX Office of Emergency Management
7. Georgia Department of Natural Resources
8. Lee County, FL Emergency Management Agency
9. Long Beach, CA Department of Health and Human Services
10. Houston, TX METRO
11. New England Catastrophic Planning Initiative
12. Prince William County, VA Emergency Management Agency
13. Rhode Island Emergency Management Agency
14. San Diego County, CA Emergency Management Agency
15. Santa Barbara County, CA Emergency Management Agency
16. Tarrant County, TX Public Health Department
17. City of Danville, VA City Manager's Office
18. Brantley County, GA County Manager's Office
19. Horry County, SC County Manager's Office
20. NYC Office of Emergency Management
21. Brunswick/Glynn County, GA Water and Sewer Commission
22. Rhode Island Department of Environmental Management



Homeland Security

MEMORANDUM FOR:

TO: Brock Long,
Administrator, Federal Emergency Management Agency

FROM: Michael O'Hare

(b)(6)

DATE: 1/25/2018

SUBJECT: Screening Arrangement and Disqualification

This memorandum is to provide you with written notification of the screening arrangement I have implemented to ensure that I comply with my obligation to recuse myself from certain matters with which I have a financial interest, or a personal or business relationship.

A. FINANCIAL INTERESTS

I am disqualified from participating personally and substantially in any particular matter that would have a direct and predictable effect on:

- State of Alaska, Defined Benefit Plan
- Alaska Supplemental Annuity Plan
- Russell 3000 Index
- U.S. Real Estate Investment Trust Index
- World Equity Ex-US Index
- World Government Bond Ex-US Index QIB
- Intermediate Bond Fund
- S&P 5000 Stock Index Fund
- International Equity Fund
- US Small Cap Trust
- Brandes International Equity Fund
- Blackrock Global Advantage Class A
- TrueNorth Federal Credit Union

B. COVERED RELATIONSHIPS

As the former Director of the State of Alaska, Department of Military and Veterans Affairs, I have a "covered relationship" with the State of Alaska. 5 C.F.R. § 2635.502(b)(1)(iv). This covered relationship will last for a period of one year after I last provided service to that entity, which occurred on December 8, 2017. Pursuant to 5 C.F.R. § 2635.502(d), I will seek written authorization to participate in particular matters involving specific parties in which any of the following entities is a party or represents a party:

**State of Alaska
Department of Military and Veterans Affairs**

C. SCREENING ARRANGEMENT

In order to help ensure that I do not participate in matters relating to any of the entities listed above, I have taken or will take the following steps:

1. I have instructed the Deputy Regional Administrator, (b)(6) and Region X Senior Staff (Division Directors and the Chief of Staff) the Screener(s), to screen all matters directed to my attention that involve outside entities or that require my participation, to determine if they involve any of the entities or organizations listed above.
2. If the Screener determines that a matter involves any of these entities or organizations, directly or indirectly, he or she will refer them to the Region X Deputy Regional Administrator or to the official acting in the role of the Deputy Regional Administrator, if the position is vacant (the "Alternate Official") for action or assignment, without my knowledge or involvement.
3. I will provide the Screener and the Alternate Official with a copy of this memorandum so that they may fully understand the purpose and scope of my recusal obligations and this screening arrangement. In order to help ensure that I do not inadvertently participate in matters from which I should be recused, I am directing the Screener to seek the assistance of Regional Counsel if he or she is uncertain whether or not I may participate in a matter.
4. I will provide a copy of this memorandum to Region X Senior Staff and instruct them to direct all inquiries or comments to the Deputy Regional Administrator or the Alternate Official for implementation of this screening agreement and implementation of my recusal obligations. I instruct my principal subordinates that all inquiries and comments involving any of the entities listed above should be directed to the Alternate Official, without my knowledge or involvement.
5. In consultation with the Regional Counsel, I will revise and update this memorandum whenever that is warranted by changed circumstances, including changes in my financial interests, my personal or business relationships, or the nature of my official duties.

In the event of any changes to this screening arrangement, I will provide a copy of the revised screening arrangement memorandum to you, the Screener, the Alternate Official and my principal subordinates.

cc:

FEMA Deputy Administrator
FEMA Chief of Staff
FEMA Chief Counsel
Deputy Regional Administrator, FEMA Region X
Chief of Staff and Division Directors, FEMA Region X
Regional Counsel, FEMA Region X



FEMA

October 3, 2017

MEMORANDUM FOR: Brock Long
Administrator,
Federal Emergency Management Agency

FROM: Thomas Von Essen
Regional Administrator, FEMA Region II

SUBJECT: Recusals and Screening Arrangement

(b)(6)

This memorandum is to provide you with written notification of the screening arrangement I have implemented to ensure that I comply with my obligation to recuse myself from certain matters with which I have a financial interest, or a personal or business relationship.

A. Financial Interests

I am disqualified from participating personally and substantially in any particular matter that would have a direct and predictable effect on any asset owned by me or my spouse, unless I first obtain a written waiver pursuant to 18 U.S.C. § 208(b)(1). I understand that this applies investments held by me and by my spouse. It also includes the financial interests of my outside employers: New Jersey City University and Mutual of America, as well as the financial interests of my dormant personal consulting company, TVE Fire and Life Safety.

B. Ethics Pledge.

As a political appointee subject to the provisions of Executive Order 13770, I am restricted for two years following my appointment on October 1, 2017, from participating in any particular matter involving specific parties and from participating in any official meeting or communication, in which AFA Protective Systems is a party or represents a party unless I first obtain written authorization to do so pursuant to Executive Order 13770, Section 3.

C. Screening Arrangement.

In order to help ensure that I do not participate in matters relating to any of the entities listed above, I have taken or will take the following steps:

1. I have instructed the Deputy Regional Administrator, FEMA Region II ("DRA") and the Region II Regional Counsel (the "Screeners"), to screen all FEMA matters directed to my attention that

www.fema.gov

involve outside entities or that require my participation, to determine if they involve any of the entities or organizations listed above.

2. If the Screener determines that a matter involves any of these entities or organizations, directly or indirectly, he will refer them to the Deputy Regional Administrator for Region II (the "Alternate Official") for action or assignment, without my knowledge or involvement.
3. I will provide the Screeners and the Alternate Official with a copy of this memorandum so that they may fully understand the purpose and scope of my recusal obligations and this screening arrangement. In order to help ensure that I do not inadvertently participate in matters from which I should be recused, I am directing the Screener to seek the assistance of an agency ethics official if he is ever uncertain whether I may participate in a matter.
4. I will provide a copy of this memorandum to my principal subordinates or, advise my principal subordinates of my recusal obligations and screening arrangement, as set forth in this memorandum. I also will instruct my principal subordinates that all inquiries and comments involving any of the entities listed above should be directed to the Alternate Official, without my knowledge or involvement.
5. In consultation with an agency ethics official, I will revise and update my ethics agreement and/or this memorandum whenever that is warranted by changed circumstances, including changes in my financial interests, my personal or business relationships, or the nature of my official duties.

In the event of any changes to this screening arrangement, I will provide a copy of the revised screening arrangement memorandum to or, advise you, the Screener, the Alternate Official and my principal subordinates.

Attachment: Ethics Agreement Letter

cc:

DHS Designated Agency Ethics Official
FEMA Administrator
FEMA Deputy Administrator
FEMA Chief of Staff
Deputy Regional Administrator, FEMA Region II
Regional Counsel, FEMA Region II
Chief of Staff, FEMA Region II

(b)(6)

Chief Counsel
Federal Emergency Management Agency
Department of Homeland Security
Washington, D.C. 20528-0485

Dear (b)(6)

The purpose of this letter is to describe the steps that I will take to avoid any actual or apparent conflict of interest in the course of my duties as Regional Administrator for Region II of the Federal Emergency Management Agency.

As required by 18 U.S.C. § 208(a), I will not participate personally and substantially in any particular matter in which I know that I have a financial interest directly and predictably affected by the matter, or in which I know that a person whose interests are imputed to me has a financial interest directly and predictably affected by the matter, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2). I understand that the interests of the following persons are imputed to me: any spouse or minor child of mine; any general partner of a partnership in which I am a limited or general partner; any organization in which I serve as officer, director, trustee, general partner or employee; and any person or organization with which I am negotiating or have an arrangement concerning prospective employment.

I will continue my employment as an adjunct faculty member at New Jersey City University (NJCU), and as a selection committee member for Mutual of America. I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the financial interests of either the NJCU or Mutual of America, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2).

Upon appointment, I will resign from my position with AFA Protective systems. I will also stop doing business through my consulting company, TVE Fire and Life Safety. In addition, I will not participate personally and substantially in any particular matter involving specific parties in which I know a former employer or client of mine is a party or represents a party, for a period of one year after I last provided service to that entity, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

Within 90 days of appointment, I will divest my interests in Colony Northstar; EPR Properties; Medical Properties Trust, Inc.; Crown Castle International Corp.; Realty Income Corp.; and Ventas, Inc. With regard to each of these entities, I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the financial interests of the entity until I have divested it, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2).

I understand that I may be eligible to request a Certificate of Divestiture for qualifying assets and that a Certificate of Divestiture is effective only if obtained prior to divestiture. Regardless of whether I receive a Certificate of Divestiture, I will ensure that all divestitures discussed in this agreement occur within the agreed upon timeframes and that all proceeds are invested in non-conflicting assets.

If I rely on a *de minimis* exemption under 5 C.F.R. § 2640.202 with regard to any of my financial interests in securities, I will monitor the value of those interests. If the aggregate value of interests affected by a particular matter increases and exceeds the *de minimis* threshold, I will not participate personally and substantially in the particular matter that to my knowledge has a direct and predictable effect on the interests, unless I first obtain a written waiver pursuant to 18 U.S.C. § 208(b)(1).

If I have a managed account or otherwise use the services of an investment professional during my appointment, I will ensure that the account manager or investment professional obtains my prior approval on a case-by-case basis for the purchase of any assets other than cash, cash equivalents, investment funds that qualify for the exemption at 5 C.F.R. § 2640.201(a), or obligations of the United States.

Within 90 days of my confirmation, I will also document my compliance with this ethics agreement by notifying you in writing when I have completed the steps described in this ethics agreement.

I understand that as an appointee I will be required to sign the Ethics Pledge (Exec. Order no. 13770) and that I will be bound by the requirements and restrictions therein in addition to the commitments I have made in this ethics agreement.

I have been advised that this ethics agreement will be available to the public on request, consistent with 5 U.S.C. § 552.

Sincerely,

(b)(6)

Thomas Von Essen

May 31, 2017

Joseph Maher
Designated Agency Ethics Official
Department of Homeland Security
Washington, D.C. 20528-0485

Dear Mr. Maher:

The purpose of this letter is to describe the steps that I will take to avoid any actual or apparent conflict of interest in the event that I am confirmed for the position of Assistant Secretary of Homeland Security, Transportation Security Administration, Department of Homeland Security.

As required by 18 U.S.C. § 208(a), I will not participate personally and substantially in any particular matter in which I know that I have a financial interest directly and predictably affected by the matter, or in which I know that a person whose interests are imputed to me has a financial interest directly and predictably affected by the matter, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2). I understand that the interests of the following persons are imputed to me: any spouse or minor child of mine; any general partner of a partnership in which I am a limited or general partner; any organization in which I serve as officer, director, trustee, general partner or employee; and any person or organization with which I am negotiating or have an arrangement concerning prospective employment.

I terminated my employment with Pacific Architects and Engineers, Inc., its parent corporation, affiliates, business units, divisions and subsidiaries (including National Security Solutions (NSS), PAE A-T Solutions Inc., PAE Professional Services, Inc., and PAE-Labat Anderson Incorporated) collectively "PAE", on October 13, 2016. At that time, I entered into a separation agreement with PAE that entitles me to receive monthly payments until November 2017. As a part of the contract, I agreed to cooperate with PAE in potential litigation or litigation matters and PAE agreed to reimburse me for any expenses incurred by me as a result of that cooperation. I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the ability or willingness of PAE to provide these contractual benefits to me, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2). Additionally, during any period in which PAE is providing these benefits to me, I will not participate personally and substantially in any particular matter involving specific parties in which I know PAE is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

Upon confirmation, I will resign from my positions and professional affiliations with the following entities: Association for Rescue at Sea; American University; Naval Postgraduate School; Covenanters Committee, Country Place Citizens Association; National Academy of Sciences; Jewish Institute for the National Security of America; U.S. Global Leadership Coalition; Heroes Linked, Military Veterans Appreciation Trust Foundation; and Frontier Security Strategies. For a period of one year after my resignation from each of these entities, I will not participate personally and

substantially in any particular matter involving specific parties in which I know that entity is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

If I rely on a *de minimis* exemption under 5 C.F.R. § 2640.202 with regard to any of my financial interests in securities, I will monitor the value of those interests. If the aggregate value of interests affected by a particular matter increases and exceeds the *de minimis* threshold, I will not participate personally and substantially in the particular matter that to my knowledge has a direct and predictable effect on the interests, unless I first obtain a written waiver pursuant to 18 U.S.C. § 208(b)(1).

If I have a managed account or otherwise use the services of an investment professional during my appointment, I will ensure that the account manager or investment professional obtains my prior approval on a case-by-case basis for the purchase of any assets other than cash, cash equivalents, investment funds that qualify for the exemption at 5 C.F.R. § 2640.201(a), or obligations of the United States.

I will meet in person with you during the first week of my service in the position of Assistant Secretary in order to complete the initial ethics briefing required under 5 C.F.R. § 2638.305. Within 90 days of my confirmation, I will also document my compliance with this ethics agreement by notifying you in writing when I have completed the steps described in this ethics agreement.

I understand that as an appointee I will be required to sign the Ethics Pledge (Exec. Order no. 13770) and that I will be bound by the requirements and restrictions therein in addition to the commitments I have made in this ethics agreement.

I have been advised that this ethics agreement will be posted publicly, consistent with 5 U.S.C. § 552, on the website of the U.S. Office of Government Ethics with ethics agreements of other Presidential nominees who file public financial disclosure reports.

Sincerely,

(b)(6)

David Pekoske



Transportation
Security
Administration

April 13, 2017

MEMORANDUM FOR: Chad Wolf
Chief of Staff

FROM: (b)(6) (b)(6)
Senior Counsel
Ethics and General Legal Services

SUBJECT: Ethics Guidance Regarding Paragraph 7 of the Ethics Pledge

This memorandum memorializes the verbal advice that our office provided to you after your initial appointment to TSA on Friday, January 20, 2017.¹ Specifically, our office advised you that the subject matter in which you were lobbying Congress on behalf of Analogic Corp., fiscal year 2016 (FY16) appropriations for TSA, does not constitute a "particular matter" within the meaning of the Ethics Pledge. Accordingly, your previous lobbying on behalf of Analogic will not implicate paragraph 7 of the Ethics Pledge.

Background

Between July 1, 2015 and January 19, 2017, as an employee of Wexler Walker, a unit of Hill+Knowlton Strategies, LLC, you were a registered lobbyist for Analogic. Analogic, in addition to other lines of business, is a supplier of aviation detection equipment for checked baggage. On the Senate Lobbying Report LD-2 Disclosure Forms, you are listed as engaging in lobbying in the "specific lobbying issue" of "Airport Security Equipment" from July 1, 2015 – January 19, 2017. You informed our office that the only lobbying you personally conducted on behalf of Analogic with regard to TSA occurred during the Spring of 2016, from approximately March – June 2016, when you met with appropriators and their staff on Capitol Hill to influence Congress to maintain or increase TSA funding for electronic screening equipment in the anticipated FY16 appropriation bill. You stated that at the time you met with the appropriators, no appropriations bill for FY16 had yet been introduced. Outside of this TSA funding effort, which ended in June 2016, you state that you did not otherwise lobby Congress or any other aspect of the Federal Government in regards to a matter involving TSA.

¹ The guidance in this memorandum is limited to the application of paragraph 7 of the Ethics Pledge. As we have advised you, other ethics rules, including paragraph 6 of the Ethics Pledge, limit your ability to participate in particular matters involving specific parties in which your former employer or clients, including Analogic are parties or representatives of the parties to the matter.

Discussion

On January 28, 2017, President Donald J. Trump issued Executive Order (E.O.) 13770 “Ethics Commitments by Executive Branch Appointees.”² The Executive Order requires all full-time political appointees³ to sign an ethics pledge. As previously discussed, as Chief of Staff for TSA, you are an appointee required to sign, and thus be bound by, the Ethics Pledge.

Pursuant to paragraph 7 of the Ethics Pledge, an appointee who is a registered lobbyist within the 2 years before the date of his appointment, agrees that he will not, for a period of 2 years after the date of his appointment, participate in any *particular matter* on which he lobbied within the 2 years before the date of his appointment or participate in the *specific issue area* in which that *particular matter* falls. E.O. 13770, sec. 1 (Jan. 28, 2017)(emphasis added). The Office of Government Ethics (OGE) issued guidance on the Executive Order advising, among other things, that term “specific issue area” as used in the Ethics Pledge means a “particular matter of general applicability.” OGE Legal Advisory LA-17-03 (March 20, 2017). Further, OGE directs agencies to follow its guidance regarding the terms “particular matter,” “particular matter of general applicability,” and “particular matter involving specific parties” when interpreting the Ethics Pledge. Thus, for the purposes of paragraph 7 of the Ethics Pledge, we analyzed your previous lobbying activities on behalf of Analogic using these terms.

The term “particular matter” is defined as “deliberation, decision, or action that is focused upon the interests of specific persons or a discrete and identifiable class of persons.” 5 C.F.R. § 2640.103(a)(1). It covers two categories of matters: (1) those that involve specific parties, generally referred to as “particular matters involving specific parties” and (2) those that do not involve specific parties but focus on the interests of a discrete and identifiable class of persons, such as a particular industry or profession. e.g., 5 C.F.R. § 2640.103(a)(1). However, the term does not extend to the “consideration or adoption of broad policy options directed to the interests of a large and diverse group of persons.” *Id.* at § 2640.103(a)(1). Thus, the term “particular matter” is not so broad as to include every matter involving government action.

On several occasions, OGE opined that larger legislative proposals should not generally be divided into separate provisions or issues for the purposes of identifying particular matters. *Letter to a Designated Agency Ethics Official*, 05 x 1 (Feb. 10, 2005); Example 5 of 5 C.F.R. § 2640.103(a)(1)(Explaining that deliberations on the general merits of an omnibus bill such as the Tax Reform Act of 1986 are not sufficiently focused on the interests of specific persons, or a discrete and identifiable group of persons to constitute a “particular matter.”); Example 8 of 5

² <https://www.whitehouse.gov/the-press-office/2017/01/28/executive-order-ethics-commitments-executive-branch-appointees..>

³ “Appointee” is defined under § 2(b) of the Executive Order to mean “every full-time, non-career Presidential or Vice-Presidential appointee, non-career appointee in the Senior Executive Service (or other SES-type system), and appointee to a position that has been excepted from the competitive service by reason of being of a confidential or policymaking character (Schedule C and other positions excepted under comparable criteria) in an executive agency. It does not include any person appointed as a member of the Senior Foreign Service or solely as a uniformed service commissioned officer”.

C.F.R. § 2640.103(a) (Explaining that a legislative proposal for broad health care reform is not a particular matter because it is not focused on the interests of specific persons, or a discrete and identifiable class of persons.)

Here, although the Analogic lobbying report lists “airport security equipment” as the “specific lobbying issue,” the term “specific lobbying issue” on that form is not equivalent to a “particular matter involving general applicability” for the purposes of the Ethics Pledge. You informed us that your TSA-related lobbying activities on behalf of Analogic were limited to maintaining or increasing funding for TSA in the anticipated FY16 appropriations bill. Congress is responsible for passing appropriations laws that will fund the Executive Branch. Legislation funding for the Transportation Security Administration, at a minimum, would include funding for the entire Department of Homeland Security. Congressional deliberations about the anticipated level of funding for an agency, particularly before the bill has even been introduced, are not “deliberations or actions focused upon the interests of specific persons or a discrete and identifiable class of persons.” Where the scope of the proposed appropriation is not known, because no legislative bills have been introduced, and where any anticipated legislation will affect the entire Department of Homeland Security, entities the department and all of its components regulate, and, indirectly, its contractors, it is not possible to identify a particular matter.

Consistent with OGE guidance regarding “particular matters” and legislative proposals, we see no reason to divide the funding of TSA for FY16 into particular matters solely because you were advocating a position in the broad matter due your client’s narrower interests. Accordingly, your communications with the appropriators and their staff are not regarding a “particular matter” for the purposes of paragraph 7 of the Ethics Pledge. Thus, the lobbying efforts you conducted on behalf of Analogic will not fall under the restrictions in paragraph 7 of the Ethics Pledge.



Transportation
Security
Administration

MEMORANDUM FOR: Chad Wolf
Chief of Staff

FROM: (b)(6)
Senior Counsel for Ethics

DATE: June 1, 2017

SUBJECT: Ethics Guidance

This memorandum is to provide you with guidance regarding your recusal obligations under Executive Order 13770, the "Ethics Pledge," and Office of Government Ethics regulations.

Ethics Pledge

Until March 13, 2019, absent obtaining a waiver of paragraph 6 of the Ethics Pledge from the White House, you are disqualified from participating in any particular matter involving specific parties that directly and substantially relates to your former employer, Hill+Knowlton Strategies, LLC¹ or any of your former clients.

Former Clients

For the purposes of the Ethics Pledge, a former client includes any person for whom you served personally as an agent, attorney, or consultant within two years prior to the date of your appointment as TSA's Chief of Staff on March 13, 2017.² Based upon our discussions and a review of your LD-2 Lobbying Disclosure Forms filed with the Senate (LD-2 Forms), we have already identified the following entities as former clients to which you provided consulting services in the last two years:

ABB
Analogic Corporation

¹ Although the particular division of Hill+Knowlton Strategies in which you worked operated under the name "Wexler Walker," all Hill+Knowlton divisions and entities, regardless of the name under which the division operations, is considered to be your "former employer" for the purposes of the ethics rules.

² The Ethics Pledge is only applicable to full-time, non-career political appointees; it does not apply to employees serving in positions not to exceed 120 days. See E.O. 13770, sec. 2(b) and OGE Advisory Opinion, DO-09-005, *Signing the Ethics Pledge*, February 20, 2009) (emphasizing that special government employees (SGEs) are not considered to be full-time, non-career appointees subject to the ethics pledge). From January 20, 2017 until March 12, 2017, you were a Schedule C political appointee appointed to a position not to exceed 120 days. Thus, you were not subject to the Ethics Pledge provisions until your appointment to the position of Chief of Staff on March 13, 2017.

Cintas Corporation
National Association of Software and Services Companies (NASSCOM)
Pershing Square Capital Management, L.P.

Please be aware that beyond these identified former clients, any entity to which you provided consulting services could be considered a former client for the purposes of this restriction. Whether or not particular activities would be deemed "insubstantial," and thus not covered under the Pledge's restriction, should be considered by our office based upon the totality of the circumstances. Therefore, should a particular matter arise involving or affecting an entity to which you personally provided any amount of consulting services in the two years prior to your appointment, please contact our office for additional guidance as to whether that entity would be considered a "former client" for the purpose of this restriction.

"Directly and Substantially Related to" Particular Matters Involving Specific Parties

The term "directly and substantially related to" means that the former employer or client is a party or represents a party to the matter. OGE DO-09-011 (March 26, 2009). A specific party matter typically involves a specific proceeding affecting the legal rights of parties or a transaction or set of transactions between identified parties, such as contracts, grants, licenses, product approval applications, investigations, and litigation. In matters involving contracts, grants and other agreements between the government and outside parties, generally, specific parties are first identified when the government receives an expression of interest from a prospective contractor or party. However, even if a specific company has not expressed an interest in bidding on a contract, if there is sufficient indication that the government has identified a specific company as a likely party to an agreement with the agency, that matter may be considered a specific party matter involving that entity.

As you are aware, TSA ethics officials determined the following matters to be specific party matters to which Analogic Corporation is a party to the matter:

- Any agency matter involving computed tomography technology, including:
 - Testing of any company's equipment for computed tomography technology for screening at passenger checkpoints
 - Agency decisions regarding the propriety or timing of the use of computed tomography technology
 - Pilot programs involving the use of computed tomography technology
- All L-3 contracts with TSA for checked baggage screening equipment in which Analogic is a subcontractor to L-3 on the contract.

Accordingly, absent a waiver of paragraph 6 of the Pledge, you are recused from providing any advice, recommendations, decisions, or otherwise participating in any of the above noted particular matters involving Analogic until March 13, 2019.

Whether or not a matter is a “particular matter involving specific parties” is a fact-specific analysis. Accordingly, until March 13, 2019, if you are asked to work on any issues that could directly or indirectly have an affect or involve your former employer or one of your former clients, please contact our office for a determination based upon the specific facts of the situation before providing any advice, recommendations, or decisions in such a matter.³

Ethics Regulation 5 C.F.R. § 2635.502: Appearance of a Lack of Impartiality

In addition to the Ethics Pledge, under 5 C.F.R. § 2635.502(a)(1), absent authorization, you are prohibited from participating in any “particular matters involving specific parties⁴” which an entity with whom you have a “covered relationship” is or represents a party to the matter, if the circumstances could cause a reasonable person with knowledge of the relevant facts to question your impartiality in the matter. Pursuant to this regulation, you have a covered matter with, among others, any person for whom your spouse serves or is seeking to serve as an officer, director, trustee, general partner, agent, attorney, consultant, contractor or employee and any person for whom you have served, within the last one year, as an officer, director, trustee, general partner, agent, attorney, consultant, contractor, or employee.⁵ 5 C.F.R. § 2635.502(b)(1). Based upon a review of your OGE Form 278, Public Financial Disclosure Form and our previous conversations, in addition to the former clients listed above, you have a covered relationship with the following entities:

Berkley Research Group⁶
Hill+Knowlton Strategies
City of Orange, TX⁷

According to your LD-2 Forms, you last served as a consultant to ABB, Analogic, Cintas, NASSCOM, and Pershing Square Capital Management on Jan. 19, 2017. Thus, under 5 C.F.R. § 2635.502, you will continue to have a covered relationship with those entities and, absent authorization, are recused from participating in any particular matters in which those entities are or represent a party to the matter, until Jan. 19, 2018.⁸

³ Because you did not officially resign from Hill+Knowlton until the day you learned of your appointment to the position of Chief of Staff, March 15, 2017, you should continue your two-year recusal from matters involving Hill+Knowlton until March 15, 2019.

⁴ This term has the same definition as described above under the “Ethics Pledge” section.

⁵ Although Berkley Research Group provides consulting services, based on information you provided to our office, your wife does not provide consulting services to any clients.

⁶ Berkley Research Group is your spouse’s current employer. At this time, there is no indication that Berkley Research Group having any matters before TSA.

⁷ City of Orange, TX is your father’s employer.

⁸ Please note that pursuant to the restrictions in the Ethics Pledge, you must remain recused from participating in any specific party matters involving these entities until March 13, 2019.

As noted above, TSA ethics officials determined the following matters to be specific party matters to which Analogic Corporation is a party to the matter:

- Any agency matter involving computed tomography technology, including:
 - Testing of any company's equipment for computed tomography technology for screening at passenger checkpoints
 - Agency decisions regarding the propriety or timing of the use of computed tomography technology
 - Pilot programs involving the use of computed tomography technology
- All L-3 contracts with TSA for checked baggage screening equipment in which Analogic is a subcontractor to L-3 on the contract.

Accordingly, absent a waiver of paragraph 6 of the Pledge, you are recused from providing any advice, recommendations, decisions, or otherwise participating in any of the above noted particular matters involving Analogic until March 13, 2019.

Between January 20, 2017 and March 15, 2017 you were in an unpaid leave status with Hill+Knowlton Strategies. You officially resigned from Hill+Knowlton Strategies on March 15, 2017, the day you learned of your official appointment as TSA's Chief of Staff. Accordingly, you will have a covered relationship with Hill+Knowlton Strategies and are recused from participating in any particular matters in which Hill+Knowlton Strategies is or represents a party to the matter until March 15, 2018.

As noted above, whether or not a particular issue or matter is a "particular matter involving specific parties" involves a case-by-case determination. Accordingly, if you are asked to work on any issues that could directly or indirectly have an affect or involve an organization with whom you have a covered relationship, please contact our office for a determination based upon the specific facts of the situation before providing any advice, recommendations, or decisions in such a matter.

If you have any questions about this advice or we can be of further assistance, please contact me at (b)(6) for additional guidance.



Transportation
Security
Administration

AUG 11 2017

TO: Elaine Duke
Acting Secretary, Department of Homeland Security
(b)(6)

FROM: David P. Pekoske
Administrator, Transportation Security Administration

SUBJECT: Screening Arrangement and Disqualification

This memorandum is to provide you with written notification of the screening arrangement I have implemented to ensure that I comply with my obligation to recuse myself from certain matters with which I have a financial interest, or a personal or business relationship. These recusal obligations are set forth in the Ethics Agreement I executed on May 31, 2017 (copy attached), prior to my confirmation as Administrator of the Transportation Security Administration, U.S. Department of Homeland Security (DHS).

Until I receive my last payment from Pacific Architects and Engineers, Inc. (PAE), I am disqualified from participating personally and substantially in any particular matter that would have a direct and predictable effect on the financial interests of PAE.

Further, unless I am authorized to participate, I am also disqualified for one year from my last date of service from participating in any particular matter involving specific parties in which any of the following entities is a party or represents a party:

American University
Association for Rescue at Sea
Country Place Citizens Association
Frontier Security Strategies
Heroes Linked
Jewish Institute for the National Security of America
Military Veterans Appreciation Trust Foundation
National Academy of Sciences
U.S. Global Leadership Coalition

In addition to the restrictions above, as a political appointee subject to the Ethics Pledge, I am also restricted for two years following my appointment on August 10, 2017, from participating in any particular matter involving specific parties and from participating in any official meeting or communication, in which any of the following entities is a party or represents a party unless I first obtain written authorization to do so pursuant to Executive Order 13770, Section 3:

PAE
American University

Association for Rescue at Sea
InfraGard National Members Alliance

In order to help ensure that I do not participate in matters relating to any of the entities listed above, I have taken or will take the following steps:

1. I am instructing Ha Nguyen McNeill, TSA Chief of Staff (the "Screener"), to screen all TSA matters directed to my attention that involve outside entities or that require my participation, to determine if they involve any of the entities or organizations listed above.
2. If the Screener determines that a matter involves any of these entities or organizations, directly or indirectly, she will refer them to Dr. Huban Gowadia, Deputy Administrator (the "Alternate Official") for action or assignment, without my knowledge or involvement.
3. I will provide the Screener and the Alternate Official with a copy of this memorandum so that they may fully understand the purpose and scope of my recusal obligations and this screening arrangement. In order to help ensure that I do not inadvertently participate in matters from which I should be recused, I am directing the Screener to seek the assistance of an agency ethics official if she is ever uncertain whether or not I may participate in a matter.
4. I will provide a copy of this memorandum to my principal subordinates. I also will instruct my principal subordinates that all inquiries and comments involving any of the entities listed above should be directed to the Alternate Official, without my knowledge or involvement.
5. In consultation with an agency ethics official, I will revise and update this memorandum whenever that is warranted by changed circumstances, including changes in my financial interests, my personal or business relationships, or the nature of my official duties.

In the event of any changes to this screening arrangement, I will provide a copy of the revised screening arrangement memorandum to you, the Screener, the Alternate Official, and my principal subordinates.

cc: Dr. Huban Gowadia, Deputy Administrator, TSA
Joseph B. Maher, Designated Agency Ethics Official, DHS
(b)(6) Chief Deputy Ethics Official, TSA
Ha Nguyen McNeill, Chief of Staff, TSA

attachment



**Transportation
Security
Administration**

TO: David P. Pekoske
Administrator, Transportation Security Administration

FROM: (b)(6) (b)(6)
Assistant Chief Counsel, Ethics and General Legal Services

DATE: August 24, 2017

SUBJECT: **Ethics Guidance**

This memorandum is to provide you with written guidance regarding your obligation to recuse yourself from certain matters with which you have a financial interest or a personal business relationship. These recusal obligations are set forth in the Ethics Agreement you executed on May 31, 2017 prior to your confirmation as Administrator, Transportation Security Administration, U.S. Department of Homeland Security (DHS), as well as your Disqualification Statement that you signed on August 11, 2017.¹

You have certain former business relationships each of which requires recusal of your participation in certain matters that may arise during the course of your duties as Administrator. Each of those business relationships, and your commitment to the corresponding recusal, is addressed below.

Pacific Architects and Engineers, Inc.

You terminated your employment with Pacific Architects and Engineers, Inc., (PAE), on October 13, 2016. At that time, you entered into a separation agreement with PAE that entitles you to receive monthly payments until November 2017.

For as long as you continue to receive payments from PAE, unless you are granted a waiver under 18 U.S.C. § 208, you are disqualified from participating in matters relating to PAE if the matters would have a direct and predictable effect on PAE'S ability or willingness to provide the contractual payments, which will end in November of 2017.

Moreover, pursuant to Paragraph 6 of the Ethics Pledge (Executive Order 13770, Jan. 28, 2017), unless you are granted a waiver, you are disqualified for two years from the date of your appointment, August 10, 2019, from participating in any particular matter involving

¹ In addition to the recusal obligations discussed herein and in your Ethics Agreement, you are also subject to the prohibition under the American Transportation Security Act that bars the TSA Administrator from owning stocks in or bonds of a transportation or security enterprise or an enterprise that makes equipment that could be used for security purposes. 49 U.S.C. § 114(c).

specific parties, including communications and meetings, in which PAE is a party or represents a party, including, for example, the following matters that have already been identified by TSA ethics officials:²

- **TSA's Screening Partnership Program (SPP)**
PAE is one of several qualified vendors eligible to compete for contracts providing private security screening to airport operators under TSA's Screening Partnership Program. Thus, as noted and explained by our recent e-mail from August 16, 2017, the ethics pledge will generally bar you from participating in the SPP Program until August 11, 2019. Accordingly, SPP matters should be directed by the Chief of Staff to the Deputy Administrator for action or assignment in accordance with the Disqualification Statement that you signed on August 11, 2017.
- All contracts in which PAE is or seeks to become a vendor, contractor, subcontractor or other authorized provider for TSA contracts or contract-related activity, including but not limited to the following:
 - Provision of or training in counter-IED services (PAE is a long-time provider of counter-IED training).
 - Communications with and/or selection decisions about potential vendors seeking to train and deploy third-party explosives detection canine assets.
 - Selection of vendors related to pilot projects to test the security of screening equipment.
- Participation in settlement decisions or other similar matters related to TSA Security Audits of Port Authority of New York and New Jersey Airports involving PAE as a party or representative of a party (PAE has an active contract for the following five New York and New Jersey airports: JFK, LGA, TEB, EWR and SWF).
- Any follow-up matters related to Task Order #3, HSTS07-15-J-FDO042, the Federal Flight Deck Officer Training Program task order issued to General Dynamics (wherein PAE was a subcontractor) under the TSA Specialized Security Training IDIQ.³

² Because you resigned from PAE within the last year, you are also subject to a regulatory recusal for one year from your last date of service (so the recusal would end on October 13, 2017) on your participation in specific party matters involving your former employer. But because this one-year regulatory recusal is subsumed by the longer, two-year Ethics Pledge recusal, we have chosen to focus on the Ethics Pledge recusal within the text of this document.

³ Note that PAE's work as a subcontractor to GDIT on this task order ended in June, 2016; GDIT currently continues to perform work as the primary contractor on this task order.

American University

You were formerly employed as an adjunct professor at American University. Pursuant to Paragraph 6 of the Ethics Pledge, unless you are granted a waiver from the Ethics Pledge restrictions, you are disqualified for two years from your date of appointment, or until August 10, 2019, from participating in any particular matter involving specific parties in which American University is a party or represents a party.⁴

As part of TSA's Senior Leadership Development Program (SLDP), TSA has partnered with American University, which offers the American University Key Executive Leadership Certificate Program as part of TSA's SLDP curriculum. Because of your Ethics Pledge recusal, you are barred until August 11, 2019 from participating in any determinations (e.g., training and development selection decisions, course recommendations, etc.) regarding this current partnership with American University, or any other specific party matters in which American University is or represents a party.

Association for Rescue at Sea and Infragard National Members Alliance

You formerly served as a member of the Board of Directors for the Association for Rescue at Sea (AFRAS). You also formerly served within the past two years as both a member and Chairman of the Board of Directors for Infragard National Members Alliance (Infragard). Pursuant to Paragraph 6 of the Ethics Pledge, unless you are granted a waiver from the Ethics Pledge restrictions, you are disqualified for two years from your date of appointment, or until August 10, 2019, from participating in any particular matter involving specific parties in which AFRAS⁵ or Infragard is a party or represents a party.

Frontier Security Strategies

You formerly had a professional affiliation with Frontier Security Strategies (FSS) in which you allowed them to list you as an expert on the organization's website. However, you did not provide any services to FSS, act on the organization's behalf or receive any payments from it. Still, in order to avoid the appearance of impropriety, and unless you receive authorization, you have agreed to recuse yourself for one year from the date that you terminated the arrangement – or until August 8, 2018 – from participating in any particular matter involving specific parties in which FSS is a party or represents a party.

Other Non-Profit Organizations and Committees

In order to avoid the appearance of impropriety, and unless you receive authorization, you have agreed to recuse yourself for one year from the date of your resignation from

⁴ Similar to PAE, because you resigned from American University within the last year, you are also subject to a regulatory recusal that lasts until August 9, 2018 (one year from your last date of service to American University).

⁵ Similar to PAE, because you resigned from AFRAS within the last year, you are also subject to a regulatory recusal that lasts until August 8, 2018 (one year from your last date of service to AFRAS).

participating in any particular matter involving specific parties in which any of the non-profit organizations that you served is a party or represents a party. Those non-profit organizations are the following:

<u>Organization</u>	<u>Date of Resignation</u>	<u>Date Recusal Obligation Ends</u>
Covenants Committee, Country Place Citizens Association	July 14, 2017	July 14, 2018
National Academy of Sciences;	August 8, 2017	August 8, 2018
Jewish Institute for the National Security of America;	August 8, 2017	August 8, 2018
U.S. Global Leadership Coalition;	June 8, 2017	June 8, 2018
Heroes Linked; Military Veterans Appreciation Trust Foundation.	August 8, 2017	August 8, 2018

Screening Arrangement

In order to help ensure that you do not participate in matters relating to any of the entities listed above, you have committed to take the steps outlined in the Disqualification Statement that you signed on August 11, 2017.

cc: Dr. Huban Gowadia, Deputy Administrator, TSA

(b)(6) Chief Deputy Ethics Official, TSA

Ha Nguyen McNeill, Chief of Staff, Office of the Administrator, TSA

May 23, 2017

Mr. Joseph Maher
Designated Agency Ethics Official
Department of Homeland Security
Office of the General Counsel
245 Murray Lane Mail
Stop 0485
Washington, DC 20528-0485

Dear Mr. Maher:

The purpose of this letter is to describe the steps that I will take to avoid any actual or apparent conflicts of interest in the event that I am confirmed for the position of Commissioner, U.S. Customs and Border Protection.

As required by 18 U.S.C. § 208(a), I will not participate personally and substantially in any particular matter in which I know that I have a financial interest directly and predictably affected by the matter, or in which I know that a person whose interests are imputed to me has a financial interest directly and predictably affected by the matter, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2). I understand that the interests of the following persons are imputed to me: any spouse or minor child of mine; any general partner of a partnership in which I am a limited or general partner; any organization in which I serve as officer, director, trustee, general partner or employee; and any person or organization with which I am negotiating or have an arrangement concerning prospective employment.

My spouse is employed by Deloitte Services, from which she receives a fixed salary and an annual bonus tied to her performance. For as long as my spouse continues to work for Deloitte Services, I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on my spouse's compensation or employment with the company, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1). I also will not participate personally and substantially in any particular matter involving specific parties in which I know my spouse's employer or any client of my spouse is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

If I have a managed account or otherwise use the services of an investment professional during my appointment, I will ensure that the account manager or investment professional obtains my prior approval on a case-by-case basis for the purchase of any

assets other than cash, cash equivalents, investment funds that qualify for the exemption at 5 C.F.R. § 2640.201(a), obligations of the United States, or municipal bonds.

I will meet in person with you during the first week of my service in the position of Commissioner, U.S. Customs and Border Protection in order to complete the initial ethics briefing required under 5 C.F.R. § 2638.305. Within 90 days of my confirmation, I will document my compliance with this ethics agreement by notifying you in writing when I have completed the steps described in this ethics agreement.

I understand that as an appointee I will be required to sign the Ethics Pledge (Exec. Order No. 13770) and that I will be bound by the requirements and restrictions therein in addition to the commitments I have made in this ethics agreement.

I have been advised that this ethics agreement will be posted publicly, consistent with 5 U.S.C. § 552, on the website of the U.S. Office of Government Ethics with ethics agreements of other Presidential nominees who file public financial disclosure reports.

Sincerely,

(b)(6)

Kevin K. McAleenan



U.S. Customs and
Border Protection

Commissioner

DATE: May 23, 2017

MEMORANDUM FOR: Joseph B. Maher
Designated Agency Ethics Official
Department of Homeland Security

FROM: Kevin K. McAleenan
Acting Commissioner

SUBJECT: Screening Arrangement

(b)(6)

This memorandum is to provide you with written notification of my recusal from certain Government matters and to describe the screening arrangement I have implemented to ensure that I comply with my obligation to recuse.

Unless I am authorized to participate, I am disqualified from participating personally and substantially in any particular matter involving my spouse's employer, Deloitte.

In order to help ensure that I do not participate in matters relating to Deloitte, I have taken or will take the following steps:

1. I have instructed (b)(6) Adjutant to the Acting Commissioner ("the Gatekeeper") to screen all matters directed to my attention that involve outside entities or that require my participation, to determine if they involve Deloitte.
2. If the Gatekeeper determines that a matter is one from which I am recused, he will refer it to Patrick Flanagan, Acting Chief of Staff ("the Proxy"), for action or assignment, without my knowledge or involvement.
3. I will provide the Gatekeeper and the Proxy with a copy of this memorandum so that they may fully understand the purpose and scope of my recusal obligations and this screening arrangement. In order to help ensure that I do not inadvertently participate in matters from which I should be recused, I am directing the Gatekeeper to seek the assistance of an agency ethics official if the Gatekeeper is ever uncertain whether or not I may participate in a matter.

Screening Arrangement

Page 2

4. I will provide a copy of this memorandum to my principal subordinates [or, advise my principal subordinates of my recusal obligations and screening arrangement, as set forth in this memorandum]. I also will instruct my principal subordinates that all inquiries and comments involving any of the matters set out above should be directed to the Proxy, without my knowledge or involvement.

5. In consultation with an agency ethics official, I will revise and update my ethics agreement and/or this memorandum whenever it is warranted by changed circumstances, including changes in my financial interests, my personal or business relationships, or the nature of my official duties.

6. In the event of any changes to this screening arrangement, I will provide a copy of the revised screening arrangement memorandum to you, the Gatekeeper, the Proxy, and my principal subordinates.

cc:

(b)(6)

Patrick Flanagan



U.S. Customs and
Border Protection

Commissioner

March 23, 2018

INFORMATION

MEMORANDUM FOR THE SECRETARY

FROM: Kevin K. McAleenan
Commissioner

(b)(6)

SUBJECT: Screening Arrangement

This memorandum is to provide you with written notification of my recusal from certain Government matters and to describe the screening arrangement I have implemented to ensure that I comply with my obligation to recuse. These obligations are set forth in the ethics agreement I executed on May 23, 2017, in connection with my confirmation as the U.S. Customs and Border Protection Commissioner.

I am disqualified and will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on my spouse's compensation or employment with her employer, Deloitte, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1). Further, I will also not participate personally and substantially in any particular matter involving specific parties in which I know my spouse's employer or any client of my spouse is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

In order to help ensure that I do not participate in matters relating to Deloitte, I have taken or will take the following steps:

1. I have instructed (b)(6) Adjutant to the Commissioner ("the Gatekeeper") to screen all matters directed to my attention that involve outside entities or that require my participation, to determine if they involve Deloitte.
2. If the Gatekeeper determines that a matter is one from which I am recused, he will refer it to Patrick Flanagan, Acting Chief of Staff ("the Proxy"), for action or assignment, without my knowledge or involvement.

3. I will provide the Gatekeeper and the Proxy with a copy of this memorandum so that they may fully understand the purpose and scope of my recusal obligations and this screening arrangement. In order to help ensure that I do not inadvertently participate in matters from which I should be recused, I am directing the Gatekeeper to seek the assistance of an agency ethics official if the Gatekeeper is ever uncertain whether or not I may participate in a matter.

4. I will provide a copy of this memorandum to my principal subordinates [or, advise my principal subordinates of my recusal obligations and screening arrangement, as set forth in this memorandum]. I will instruct my principal subordinates that all inquiries and comments involving any of the matters set out above should be directed to the Proxy, without my knowledge or involvement.

5. In consultation with an agency ethics official, I will revise and update my ethics agreement and/or this memorandum whenever it is warranted by changed circumstances, including changes in my financial interests, my personal or business relationships, or the nature of my official duties.

6. In the event of any changes to this screening arrangement, I will provide a copy of the revised screening arrangement memorandum to you, the Gatekeeper, the Proxy, and my principal subordinates.

cc:

(b)(6)

Patrick Flanagan



Homeland Security

APR - 2 2018

MEMORANDUM FOR: Kirstjen Nielsen
Secretary (b)(6)

FROM: Joseph B. Maher
Principal Deputy General Counsel and
Designated Agency Ethics Official

SUBJECT: Authorization Pursuant to Participate in DHS Matters Related to
the North American Treaty Organization

This memorandum reviews the applicable ethics authorities and, pursuant to those authorities, authorizes your participation in all Government matters involving the North American Treaty Organization (NATO), including particular matters involving specific parties in which the NATO is a party or represents a party. Doing our analysis, we considered a number of laws, including two laws that restrict acting when conflicts arise: President Trump's Executive Order on ethics (which this memorandum determines does not prohibit your engagement) and Title 5 ethics regulations (which this memorandum waives). Based on the all relevant facts concerning your prior association with NATO and your critical role in ensuring the accomplishment of the DHS mission and homeland and national security for the United States, we have determined that NATO does not qualify as a former client or former employer. Further, due to a lapse of time, you no longer have a "covered relationship" with NATO that would require your recusal from participation in Government matters where NATO is a party or represents a party. But, even if you did have a "covered relationship" with NATO, the DHS interest in your participation outweighs any concerns that your participation would lead a reasonable person with knowledge of the facts to question your impartiality in matters involving NATO.

Background

In May 2015, NATO appointed you as a civilian expert to NATO. The U.S. Government – specifically, a DHS Deputy Assistant Secretary in National Protection and Programs Directorate – identified you to NATO as a subject matter expert for appointment by NATO as a civilian expert. Your service to NATO was purely advisory in nature, without fiduciary responsibilities, and was uncompensated. At most, you would have been eligible for

reimbursement for expenses such as travel. You resigned from the position in January 2017 before assuming a position with the Department. I understand that besides from perfunctory administrative discussions, you only provided expertise to NATO on one discrete matter review and comments on the book “Resilience and Risk, Methods and Application in Environment, Cyber and Social Domains.” As part of this, you contributed as one of nine authors to Chapter 14, Bridging the Gap from Cyber Security to Resilience. This work was completed on or about July 2016.

In accordance with your Ethics Agreement, dated October 23, 2017, unless you were authorized to participate, you committed to recusing from participation in any particular matter involving specific parties in which NATO is a party or represents a party. This commitment was made based on your prior role as a civilian expert for NATO.

In addition to your Ethics Agreement, you are subject to the provisions of the ethics regulations regarding impartiality in performing official duties. Pursuant to these provisions, employees who, within the last year, acted as a consultant or contractor to an entity are considered to have a “covered relationship” with that entity. When an employee has a covered relationship with an entity, the employee should recuse herself from participating in specific party matters involving that entity unless the Designated Agency Ethics Official or the employee’s supervisor determines that a reasonable person with knowledge of the facts would not question the employee’s impartiality in acting in the matter. 5 C.F.R. § 2635.501, et. seq. In certain circumstances, however, an employee may be authorized by the agency to participate in the foregoing types of matters.

You are also subject to the provisions of Executive Order 13770 (January 28, 2017) (the “Executive Order”). Under Section 1, paragraph 6, of the Executive Order, you are restricted for two years, beginning with your appointment date, from participating in any particular matter involving specific parties in which any former employer or former client is a party or represents a party.

Analysis and Conclusion

Pursuant to the U.S. Office of Government Ethics (“OGE”) Legal Advisory, DO-09-011, and validated by OGE Legal Advisory, LA-17-03,

[t]he definition of former client specifically excludes “instances where the service provided was limited to a speech or similar appearance.” Exec. Order No. 13490, sec. 2(j). In addition to excluding all activities that consist merely of speaking engagements, this provision is intended to exclude other kinds of discrete, short-term engagements, including certain de minimis consulting activities. Essentially, the Pledge is not intended to require a two-year recusal based on activities so insubstantial that they are not likely to engender the kind of lingering affinity and mixed loyalties at which the Executive Order is directed.

Based on your discreet and short-term engagement as a NATO civilian expert, I have determined that your de minimis consulting activity with NATO constitutes a limited appearance. The

activity was insubstantial and did not engender a lingering affinity or create mixed loyalties so as to make NATO a former client under the Executive Order. I therefore find that you do not have a two-year recusal based on the Executive Order, which would otherwise prohibit your participation in Government matters where NATO is a party or represents a party.

Further, the regulatory provisions designed to ensure that employees take appropriate steps to avoid an appearance of loss of impartiality in the performance of their official duties, provide that you have a covered relationship with NATO for one year after you last provided services. This impartiality recusal however is no longer applicable to you as more than a year has lapsed since you last provided services to NATO. 5 C.F.R. § 2635.502.

This same regulation provides that where the employee determines that the circumstances would cause a reasonable person with knowledge of the relevant facts to question her impartiality in the matter, the employee should not participate in the matter unless she has informed the agency designee of the appearance problem and received authorization.

As Designated Agency Ethics Official, I may make an independent determination as to whether a reasonable person with knowledge of the relevant facts would be likely to question your impartiality in participating in all matters involving NATO. I find that a reasonable person with knowledge of the relevant facts would not question your impartiality if you participated in Government matters where NATO was a party or represented a party.

This does not otherwise affect your obligation to comply with all other pre-existing government ethics rules, other provisions of the Executive Order, and with the other commitments you made in your Ethics Agreement.



Homeland
Security

DATE: August 25, 2017

MEMORANDUM FOR: William Brockman Long
Administrator
Federal Emergency Management Agency

FROM: Joseph B. Maher (b)(6)
Designated Agency Ethics Official &
General Counsel (acting)
U.S. Department of Homeland Security

SUBJECT: Authorization Pursuant to 5 C.F.R. § 2635.502 to Participate in Any
Matter with Former State and Local Government Clients

This memorandum reviews the applicable ethics regulation and, pursuant to that regulation, authorizes your participation in all Government matters in which certain state and municipal government entities, which were your clients prior to your present role as FEMA Administrator, are a party or represent a party (hereafter, the "local government entities.") Without this Authorization you would be prohibited from participation in government matters involving the local government entities, with which you have a "covered relationship" as defined by Title 5 ethics regulations.

Background

In accordance with your Ethics Agreement, dated April 24, 2017, you committed to recusing from participating in any particular matter involving specific parties in which your former clients are or represent a party, in accordance with 5 C.F.R. § 2635.502(a). Pursuant to that regulation, employees who, within the last year, acted as a consultant or contractor to an entity are considered to have a "covered relationship" with that entity. This covered relationship will last for a period of one year after the employee last provided service to that entity. When an employee has a covered relationship with an entity, he should not participate in a particular matter involving specific parties if a party with whom he has a covered relationship is a party to the matter or represents a party to the matter, if he determines that a reasonable person with knowledge of the relevant facts would question the employee's impartiality in acting in the matter. 5 C.F.R. § 2635.501(a), *et seq.* In certain circumstances, however, an employee may be authorized to participate in the foregoing types of matters if authorized by the agency.

You currently have a covered relationship with fourteen local government entities, which were your clients while you were employed at Hagerty Consulting, Inc. While some of this work was funded by FEMA grants, you were not involved in the management of those grants, and you neither communicated with FEMA on behalf of these entities regarding the terms of the grants nor requested funding for these grants. In addition, although all of these local government entities were your "clients," you did not personally provide services for several of these local government entities. The

following is a brief summary of the local government entities, the services Hagerty Consulting, Inc. performed for each client, and the professional services you personally provided to each client:

<i>Client</i>	<i>Hagerty Consulting Services</i>	<i>Personal Professional Services</i>	<i>Relationship with Client ended on -</i>
(b)(4)(b)(6)	Climate resilience adaptation strategy.	You personally provided no services to this client	6/20/2017
	Pre-disaster recovery planning, continuity of operations planning, HSEEP exercises, response and recovery support for Hurricane Matthew.	Project Executive; Finance Section Support. Provided advice on pre-disaster recovery planning.	4/30/2017
	Active threat planning.	Project Executive and Subject Matter Expert. Advised client on planning and execution.	6/20/2017
	Active threat program support.	Project Executive and Subject Matter Expert. Advised client on training, planning and execution.	12/8/2016
	Recovery plan guide development	Project Executive. Advised the client on planning and execution.	12/31/2016
	Flood and Hurricane Matthew recovery support.	You personally provided no services to this client	6/20/2017
	Cost recovery planning, recovery financial support, hazard mitigation planning	Project Executive. Advised the client on plans and execution.	6/20/2017
	Evacuation planning.	Project Executive and Subject Matter Expert. Advised the client regarding plans	5/12/2017
	Post-Sandy recovery support.	You personally provided no services to this client	6/20/2017
	Evacuation planning.	Project Executive. Advised the client regarding planning.	6/20/2017
	Planning and EMAP Accreditation support.	You personally provided no services to this client	6/20/2017
	Regional active threat exercises.	Project Executive and Subject Matter Expert. Advised the client on training, plans, and execution of exercises.	9/16/2016

(b)(3)(b)(6)	Post-oil spill after-action reporting.	Project Executive and Subject Matter Expert. Assisted the client create after action reports.	9/30/2016
	Tabletop exercise	Project Executive and Facilitator. Facilitated plans and discussions for the exercise.	9/15/2016

FEMA Administrator Responsibilities

FEMA's primary mission is to "reduce the loss of life and property and protect the Nation from all hazards, including natural disasters, acts of terrorism, and other man-made disasters, by leading and supporting the Nation in a risk-based, comprehensive emergency management system of preparedness, protection, response, recovery, and mitigation." 6 U.S.C. § 313. Congress specifically tasked FEMA to "partner with State, local, and tribal governments and emergency response providers . . . to build a national system of emergency management." *Id.* The national system of emergency management includes actions to promote or assist with the five elements of emergency preparedness (prevention, protection, response, recovery, and mitigation).

To that end, the FEMA Administrator engages in a whole-community approach to emergency management, which seeks to consolidate and combine the contributions of various stakeholders comprising the entire community in an area, including individuals, the private and nonprofit sectors, faith-based organizations, and all levels of government (including state, local, and tribal government organizations). *National Preparedness Goal*, 2nd Ed. (September 2015); see PPD-8 (National Preparedness).

In order to effectively and efficiently carry out the FEMA mission, the Administrator may direct or engage in a broad variety of actions on matters which impact a state or local government organization, including, but not limited to the following:

- Making recommendations to the President on how to respond to a request for a Stafford Act disaster or emergency declaration from a state governor. 44 C.F.R. § 206.37, implementing 42 U.S.C. §§ 5170, 5191.
- Establishing and promoting emergency preparedness compacts for mutual assistance by states in emergency management matters. The Administrator assists and encourages states to engage in these compacts, and assists and coordinates activities under the compacts. 42 U.S.C. § 5196(h).
- Promoting emergency management training to officials, including to state and local government emergency management officials. 42 U.S.C. § 5196(f).
- Making financial contributions to states for emergency preparedness purposes, including the procurement or construction of facilities. 42 U.S.C. § 5196(j).

Analysis and Conclusion

The regulatory provisions at 5 C.F.R. § 2635.501 *et. seq.* are designed to ensure that employees take appropriate steps to avoid an appearance of loss of impartiality in the performance of their official duties. Toward that end, 5 C.F.R. § 2635.502 provides for an employee to seek authorization in certain circumstances in which his participation may call into doubt his impartiality. With respect to the local government entities listed above, you have requested authorization to participate in all matters involving these entities, including particular matters involving specific parties in which the local government entities are a party or represent a party.

As the Designated Agency Ethics Official, I may make an independent determination as to whether a reasonable person with knowledge of the relevant facts would be likely to question your impartiality in participating in all matters involving the local government entities. In light of your recent position as the Executive Vice President of Hagerty Consulting, and the fact that the local government entities were your clients during the last year of your service with Hagerty Consulting, a reasonable person might question your impartiality in making critical decisions on sensitive government matters involving the local government entities.

The Standards of Ethical Conduct provide a process for balancing the needs of the government in the employee's participation outweighs the potential that the integrity of the agency's operations may be questioned. Section 2635.502(d) instructs that where an employee's participation in a particular matter involving specific parties would raise a question in the mind of a reasonable person about his impartiality, the agency designee may authorize the employee to participate in the matter based on a determination, made in light of all relevant circumstances, that the interest of the Government in the employee's participation outweighs the concern that a reasonable person may question the integrity of the agency's programs and operations. This authorization is effectively a waiver to the impartiality rule at Section 2635.502(a). Factors which may be taken into consideration include:

- (1) The nature of the relationship involved;
- (2) The effect that resolution of the matter would have upon the financial interests of the person involved in the relationship;
- (3) The nature and importance of the employee's role in the matter, including the extent to which the employee is called upon to exercise discretion in the matter;
- (4) The sensitivity of the matter;
- (5) The difficulty of reassigning the matter to another employee; and
- (6) Adjustments that may be made in the employee's duties that would reduce or eliminate the likelihood that a reasonable person would question the employee's impartiality.

I have considered that, although these local government entities are your former clients, you did not personally provide services to all of them. With regard to the entities for which you provided personal professional services, the extent of your involvement was to provide advice pertaining to emergency management planning, assist with facilitating security exercises and evaluation exercises,

and to provide technical subject matter expertise regarding various phases of emergency management. You were not involved in the application for or management of any grants on behalf of any of the local government entities, and you did not make requests to any Federal agency for any Federal funding on behalf of your clients. You do not currently have any ongoing commitments to these local government entities, and you also have no personal financial interests involving any of these local government entities.

It is also significant that a Deputy Administrator for FEMA has not yet been appointed.

To effectively carry out the agency's mission of leading and supporting the nation in emergency management, the FEMA Administrator must be free to engage and coordinate with all community members and stakeholders. It is essential for the FEMA Administrator to communicate directly with local government leaders and officials both for emergency preparedness and to carry out any disaster recovery mission. In an emergency situation, this direct coordination must be done quickly and as efficiently as possible to fulfill the mission of the Agency in accomplishing recovery operations. Similarly, the importance of preparation, planning, and other resilience mission activities, make it critical that the FEMA Administrator engage with government leaders and officials at all levels to ensure all parties can coordinate and implement recovery plans effectively. Overall, the FEMA Administrator plays a unique role in emergency management which requires the ability to engage in robust interactions with state and local government officials. The FEMA Administrator is responsible for providing leadership and direction to FEMA employees as they coordinate and support state and local government officials in all aspects of emergency management (preparedness, protection, response, recovery, and mitigation). The significant public interest in the agility of FEMA to support first responders and communities in need of emergency management assistance, planning, and coordination requires that the Administrator be able to fully exercise his leadership role in ongoing oversight and direction for FEMA coordination and collaboration with government entities. That significant public interest, in combination with the other factors described above, leads me to make the authorization described below. Based on the foregoing considerations, I have determined that it is the government's need for you to participate in all matters involving the local government entities that were your clients while you were employed at Hagerty Consulting outweighs the concern that a reasonable person might question your impartiality.

Authorization

In accordance with the Standards of Ethical Conduct for Employees of the Executive Branch, 5 C.F.R. § 2635.502(d), I authorize FEMA Administrator William Brockman Long to participate in all matters, including particular matters involving specific parties in which the following state and municipal entities are a party or represent a party:

Brunswick/Glynn County, GA Water and Sewer Commission
Chatham County Emergency Management Agency
City of Danville, VA City Manager's Office
Cook County Department of Homeland Security and Emergency Management
Georgia Department of Natural Resources
Horry County, SC County Manager's Office
Houston, TX METRO
Lee County, FL Emergency Management Agency
NYC Office of Emergency Management
Rhode Island Department of Environmental Management
Rhode Island Emergency Management Agency
San Diego County, CA Emergency Management Agency
Santa Barbara County, CA Emergency Management Agency
Tarrant County, TX Public Health Department

In granting this authorization, I have determined that in light of all the relevant circumstances, the interests of the Government in Administrator Long's participation in all matters involving these state and municipal entities outweighs the concern that a reasonable person may question the integrity of FEMA's programs and operations. I have considered relevant factors including Government's critical need for Administrator Long to effectively carry out his duties as Administrator of FEMA and the lack of an appointed Deputy Administrator. The role of Administrator is at the center of FEMA's mission to prepare for, protect against, respond to, recover from, and mitigate against the risk of natural disasters, acts of terrorism, and other man-made disasters, including catastrophic incidents. The FEMA Administrator has a statutory duty to coordinate the implementation of a risk-based, all-hazards strategy that builds those common capabilities necessary to prepare for, protect against, respond to, recover from, or mitigate against natural disasters, acts of terrorism, and other man-made disasters, while also building the unique capabilities necessary to prepare for, protect against, respond to, recover from, or mitigate against the risks of specific types of incidents that pose the greatest risk to the Nation. The successful accomplishment of FEMA's mission relies on the Administrator's active leadership and facilitation of a healthy partnership between the federal government and state, local, and tribal government and emergency response providers. I have also considered the fact that Mr. Long does not have a personal financial interest that is affected by these state and municipal entities, and the critical national interest served by authorizing Administrator Long to freely communicate with all members of state and municipal government regarding all aspects of FEMA's mission and operations. This authorization will significantly promote and protect the public interest by enabling Administrator Long to freely carry out the responsibilities of his office.

This authorization does not otherwise affect Administrator Long's obligation to comply with all other pre-existing government ethics rules, provisions of the Executive Order 13770, and with other commitments he made in his Ethics Agreement.

Aug. 25, 2017
Date

(b)(6)

Joseph B. Maher
Designated Agency Ethics Official



Homeland
Security

DEC 01 2017

MEMORANDUM FOR: Daniel Kaniewski
Deputy Administrator, Protection and National Preparedness
Federal Emergency Management Agency (FEMA)

FROM: Joseph B. Maher (b)(5)
Designated Agency Ethics Officer

SUBJECT: Authorization Pursuant to 5 C.F.R. § 2635.502 to Participate in Any
Matter with the City of Dallas, Texas

This memorandum reviews the applicable ethics regulation and, pursuant to that regulation, authorizes your participation in all government matters in which the City of Dallas, Texas (hereafter, "City of Dallas") is a party or represents a party. Without this Authorization you would be prohibited from participation in certain government matters involving the City of Dallas, as a result of your "covered relationship" with the City of Dallas as defined by Title 5 of the Federal ethics regulations.

Background

Pursuant to 5 C.F.R. § 2635.502(a), employees who, within the last year, acted as a consultant or contractor to an entity are considered to have a "covered relationship" with that entity. This covered relationship lasts for a period of one year after the employee last provided service to that entity. When an employee has a covered relationship with an entity, he should not participate in a particular matter involving specific parties if a party with whom he has a covered relationship is a party to the matter or represents a party to the matter, if he or his agency designee determines that a reasonable person with knowledge of the relevant facts would question the employee's impartiality in acting in the matter. 5 C.F.R. § 2535.501(a), *et seq.* In certain circumstances, however, an employee may be authorized to participate in the foregoing types of matters if authorized by the agency. 5 C.F.R. § 2635.502(a).

Prior to your current FEMA position, you were the Vice President of Global Resilience with AIR Worldwide. Because the City of Dallas was one of your clients, you currently have a covered relationship with the City of Dallas. AIR Worldwide provided company services generally, as well as your services, to the City of Dallas pro bono, and no other party covered the cost for AIR Worldwide's, or your services, to the City of Dallas. These services to the City of Dallas were performed as part of the company's role as a Platform Partner to the 100 Resilient Cities Initiative (see, <http://www.100resilientcities.org/>). Your specific role was to support a study and a report related to the City of Dallas' resilience to a variety of hazards (termed as "shocks and stresses").

which include natural hazards (e.g., weather) and society-induced stresses (such as, poverty and civil unrest). Your relationship with the client ended on June 29, 2017.

Responsibilities of FEMA Deputy Administrator for Protection and National Preparedness

FEMA's primary mission is to "reduce the loss of life and property and protect the Nation from all hazards, including natural disasters, acts of terrorism, and other man-made disasters, by leading and supporting the Nation in a risk-based, comprehensive emergency management system of preparedness, protection, response, recovery, and mitigation." 6 U.S.C. § 313. Congress specifically tasked FEMA to, among other things, "partner with State, local, and tribal governments and emergency response providers... to build a national system of emergency management." *Id.* The national system of emergency management includes actions to promote or assist with the five elements of emergency preparedness (prevention, protection, response, recovery, and mitigation).

Protection and National Preparedness (PNP) is the organization within FEMA which is responsible for the coordination of preparedness and protection-related activities throughout FEMA, including grants, planning, training, exercises, individual and community preparedness, assessments, lessons learned, and continuity. In order to effectively and efficiently carry out the FEMA mission, the Deputy Administrator for Protection and National Preparedness may direct or engage in a broad variety of actions on matters which impact a state or local government organization, including, but not limited to the following:

- Establishing and promoting emergency preparedness compacts for mutual assistance by states in emergency management matters. The Deputy Administrator for PNP assists and encourages states to engage in these compacts, and assists and coordinates activities under the compacts. *See* 42 U.S.C. § 5196(h).
- Promoting emergency management training to officials, including to state and local government emergency management officials, as well as exercises to evaluate and verify preparedness. *See* 42 U.S.C. § 5196(f).
- Providing federal assistance through various grant portfolios to support the building, sustainment, and delivery of core capabilities essential to achieving the National Preparedness Goal of a secure and resilient Nation. *See, i.e.,* Homeland Security Grant Programs, 6 U.S.C. § 603; Urban Area Security Initiative, 6 U.S.C. § 604; Emergency Management Assistance Compact Grants, 6 U.S.C. § 761.

Analysis and Conclusion

The regulatory provision at 5 C.F.R. § 2635.501 et. seq. is designed to ensure that employees take appropriate steps to avoid an appearance of loss of impartiality in the performance of their official duties. Towards that end, 5 C.F.R. § 2635.502 provides for an employee to seek authorization in certain circumstances in which his participation may call into doubt his impartiality. You have requested authorization to participate in all matters involving the City of Dallas, including particular matters involving specific parties in which the City of Dallas is a party or represents a party.

As a Designated Agency Ethics Official, I may make an independent determination as to whether a reasonable person with knowledge of the relevant facts would be likely to question your impartiality in participating in all matters involving a former client. In light of your recent position as Vice

President, Global Resilience for AIR Worldwide, and the fact that the City of Dallas was your client during the last year of your service with AIR Worldwide, a reasonable person might question your impartiality in making critical decisions on sensitive government matters involving the local government entities.

The Standards of Ethical Conduct provides a process for evaluating whether the government's need to have an employee participate in a matter outweighs the potential that the integrity of the agency's operations may be questioned. Section 2635.502(d) instructs that where an employee's participation in a particular matter involving specific parties would raise a question in the mind of a reasonable person about his impartiality, the agency designee may authorize the employee to participate in the matter based on a determination, made in light of all relevant circumstances, that the interest of the Government in the employee's participation outweighs the concern that a reasonable person may question the integrity of the agency's programs and operations. This authorization is effectively a waiver to the impartiality rule at Section 2635.502(a). Factors which may be taken into consideration include:

- (1) The nature of the relationship involved;
- (2) The effect that resolution of the matter would have upon the financial interests of the person involved in the relationship;
- (3) The nature and importance of the employee's role in the matter, including the extent to which the employee is called upon to exercise discretion in the matter;
- (4) The sensitivity of the matter;
- (5) The difficulty of reassigning the matter to another employee; and
- (6) Adjustments that may be made in the employee's duties that would reduce or eliminate the likelihood that a reasonable person would question the employee's impartiality.

I have considered the circumstances involving your work for the City of Dallas. The extent of your involvement was to provide support for a study and follow up report on resilience for a variety of hazards and societal stresses found to be impacting the City of Dallas. Your services were provided on a pro bono basis, and you had no involvement or interaction with any part of the Federal government in performing this work. You were not involved in the application for or management of any Federal grants on behalf of the City of Dallas, nor did you make any request to any Federal agency for any Federal funding on behalf of the City of Dallas. You do not currently have any ongoing commitments to the City of Dallas, and you also have no personal financial interests involving the City of Dallas.

To effectively carry out the agency's mission of leading and supporting the nation in emergency management, the FEMA Deputy Administrator for Protection and National Preparedness must be free to engage and coordinate with all community members and stakeholders. It is essential for the FEMA Deputy Administrator for Protection and National Preparedness to communicate directly with local government leaders and officials regarding all aspects of emergency preparedness, readiness, and protection. The importance of preparation, planning, and other resilience mission activities, make it critical that the FEMA Deputy Administrator for Protection and National Preparedness engage with government leaders and officials at all levels to ensure all parties can coordinate and implement recovery plans effectively and engage in activities prior to disasters or emergencies which may prevent or mitigate the effects of those situations. Overall, the FEMA Deputy Administrator for Protection and National Preparedness plays a unique role in emergency

management which requires the ability to engage in robust interactions with state and local government officials. The FEMA Administrator Deputy Administrator for Protection and National Preparedness is responsible for providing leadership and direction to FEMA employees as they coordinate and support state and local government officials in the key emergency management aspects of preparedness, protection, and mitigation. The significant public interest in the agility of FEMA to support first responders and communities requires that the FEMA Deputy Administrator for Protection and National Preparedness be able to fully exercise his leadership role in ongoing oversight and direction for FEMA coordination and collaboration with government entities.

As instructed by the regulation, I have followed the process set forth in 5 C.F.R. § 2635.502(d) to consider authorizing your participation in matters involving the City of Dallas. I have considered the fact that you do not have a personal financial interest that is affected by the City of Dallas, the critical need for your engagement with local government entities to be able to carry out the FEMA mission, and the possibility that the nation's emergency management capabilities for the City of Dallas metropolitan area could be detrimentally affected by significant inefficiencies if you are restricted from interacting with the City of Dallas. Based on the foregoing considerations, I have determined that the government's need for you to participate in all matters involving the City of Dallas outweighs the concern that a reasonable person might question your impartiality.

Authorization

In accordance with the Standards of Ethical Conduct for Employees of the Executive Branch, 5 C.F.R. § 2635.502(d), I authorize Dr. Daniel Kaniewski, Deputy FEMA Administrator for Protection and National Preparedness, to participate in all matters, including particular matters involving specific parties, in which the City of Dallas is a party or represents a party.

In granting this authorization, I have determined that in light of all the relevant circumstances, the interests of the Government in Dr. Kaniewski's participation in all matters involving the City of Dallas outweighs the concern that a reasonable person may question the integrity of FEMA's programs and operations. I have considered relevant factors including Government's critical need for Dr. Kaniewski to effectively carry out his duties as FEMA Deputy Administrator for Protection and National Preparedness. His role is at the center of FEMA's mission to prepare for, protect against, respond to, recover from, and mitigate against the risk of natural disasters, acts of terrorism, and other man-made disasters, including catastrophic incidents. This role directly supports the FEMA Administrator's statutory duty to coordinate the implementation of a risk-based, all-hazards strategy that builds those common capabilities necessary to prepare for, protect against, respond to, recover from, or mitigate against natural disasters, acts of terrorism, and other man-made disasters, while also building the unique capabilities necessary to prepare for, protect against, respond to, recover from, or mitigate against the risks of specific types of incidents that pose the greatest risk to the Nation. The successful accomplishment of FEMA's mission partly relies on the active leadership and facilitation of a healthy partnership between the federal government and state, local, and tribal government and emergency response providers. I have also considered the fact that Dr. Kaniewski does not have a personal financial interest that is affected by the City of Dallas, and the critical national interest served by authorizing Dr. Kaniewski to freely communicate with the City of Dallas regarding all aspects of FEMA's mission and operations. This authorization will significantly promote and protect the public interest by enabling Dr. Kaniewski to freely carry out the responsibilities of his office.

This authorization does not otherwise affect Dr. Kaniewski's obligation to comply with all other pre-existing government ethics rules, provisions of the Executive Order 13770, and with other commitments he made in his Ethics Agreement.

12/1/17
Date

(b)(6)

Joseph B. Maher
Designated Agency Ethics Official



Homeland Security

January 16, 2018

Memorandum To: David Pekoske
Transportation Security Agency Administrator

From: Joseph B. Maher (b)(6)
Acting General Counsel and
Designated Agency Ethics Official
Department of Homeland Security

Subject: Clarification and Authorization to Participate in Matters involving
the Naval Postgraduate School

This memorandum clarifies that you may participate in official Transportation Security Agency (TSA) matters involving the Naval Postgraduate School (NPS), notwithstanding the language included in your Ethics Agreement signed on May 31, 2017.

Background

As you know, as part of the Ethics Agreement and upon your confirmation, you appropriately resigned from your positions and professional affiliations with various entities, including NPS. For one-year after your resignation from each of the entities, you agreed to not participate in any particular matter involving specific parties in which any such entity is a party or represents a party to the matter, unless you are first authorized to participate, pursuant to 5 C.F.R. § 2635.502. Your Ethics Agreement erroneously included NPS in the list of entities from which you are recused for a year. However, because NPS is a federal entity, the impartiality rules do not require such recusal. This is because the impartiality rule and recusal apply to "persons" an employee served prior to government employment and the definition of "persons" does not include any agency or entity of the federal government. 5 C.F.R. § 2635.102(k) ("...It does not include any agency or other entity of the Federal Government or any officer or employee thereof when acting in his official capacity on behalf of that agency or entity,").

Hence, upon the advice of the U.S. Office of Government Ethics, we are issuing this memo and authorization to make it clear that neither this rule nor any other rule (including the ethics pledge) requires you to recuse from official matters involving NPS.¹ Moreover, as described in more detailed below, even if a reasonable person were to question the integrity of the agency's programs and operations because of your participation in an official matter involving NPS, we would still authorize it based on a

¹ We conferred with the U.S. Office of Government Ethics (OGE) and rather than amending the Ethics Agreement, they recommended that we issue a clarifying memorandum and, as necessary, an authorization.

David Pekoske
January 16, 2018

determination that the Government's interest in your participation outweighs any potential appearance concern.

Analysis

The appearance of impartiality rule, among other things, bars an employee from participating in a particular matter involving specific parties without authorization from an agency designee when the employee knows that a person with whom he or she has a covered relationship is or represents a party to such a matter and the circumstances would cause a reasonable person with knowledge of the relevant facts to question his or her impartiality in the matter. 5 C.F.R. § 2635.502(a). Further, employees with circumstances that are not identified within the rule but would still cause a reasonable person with knowledge of the relevant facts to question the employee's ability to be impartial are directed to seek a determination from an agency designee as to whether or not they should participate in matters involving the parties to those circumstances. 5 C.F.R. § 2635.502(a)(2).

Absent a conflict of interest under 18 U.S.C. § 208, which is not present here, an agency designee (including an Ethics Attorney) may authorize an employee to participate in a matter, notwithstanding the information above upon a determination that, in light of all relevant circumstances, the interest of the Government in the employee's participation outweighs the concern that a reasonable person might question the integrity of the agency's work. 5 C.F.R. § 2635.502(d).

In this instance, a reasonable person with knowledge of the relevant circumstances is unlikely to question your impartiality. Here, you performed work for NPS as an independent contractor (i.e., adjunct professor) within the last year prior to your appointment as TSA Administrator on August 11, 2017. However, as discussed, NPS is a federal entity and the impartiality rule does not apply to former employers who are federal entities.² Moreover, DHS' interest in your participation outweighs any concern that a reasonable person may question the integrity of the agency's programs and operations. In making this determination, we considered relevant factors outlined in 5 C.F.R. § 2635.502(d). As the TSA Administrator, it is of utmost importance for you to be visible and an active participant throughout the federal community (and other outside stakeholders), especially in those instances in which you can provide leadership and share TSA's mission and focus. Further, we are convinced that you have and will continue to make yourself available as appropriate to other federal (and non-federal entities) that may request your presence.

Additionally, your recusal under the Ethics Pledge from participating in matters involving former employer and clients do not apply to NPS. *See*, Executive Order 13770, 82 Fed. Reg. 9333, Paragraph 6 (January 28, 2017) (describing two year ban for political appointees on participating in particular matters directly and substantially related to former employers and clients); *see also*, Office of Government Ethics DAEogram DO-09-011 (March 26, 2009; *applied to current Executive Order 13770 via OGE Legal*

² You resigned from NPS on June 9, 2017.

David Pekoske
January 16, 2018

Advisory LA-17-03 (March 20, 2017) (concluding that the definition of former employers in the Ethics Pledge is meant to also exclude Federal Government entities for former clients).

Accordingly, neither the impartiality rule nor the ethics pledge requires you to abstain from participating in TSA matters impacting NPS. Still, given the language included in the Ethics Pledge regarding the impartiality rules, out of an abundance of caution, we are issuing this authorization for you to participate in official TSA matters involving NPS.

Authorization

For these reasons, you are hereby authorized to participate in official matters involving NPS. Authorization is granted based on the facts described, in accordance with 5 C.F.R. § 2635.502(d), that "the interest of the Government in the employee's participation outweighs the concern that a reasonable person may question the integrity of the agency's programs and operations."

Acknowledgement:

(b)(6)

TSA Administrator David Pekoske

19 Jan 2018
Date



Homeland
Security

Privacy Office, Mail Stop 0655

May 22, 2019

SENT VIA EMAIL TO: hart.wood@americanoversight.org

Hart Wood
Counsel
American Oversight
1030 15th Street, NW, Suite B255
Washington, DC 20005

Re: **18-cv-00656 (2018-HQLI-00020)**
American Oversight v. DHS
Second Interim Release

Dear Mr. Wood:

This is our second interim response to your Freedom of Information Act (FOIA) request to the Department of Homeland Security (DHS), received on November 28, 2017.

For this production, DHS reviewed 147 pages of which 68 pages are released in full, 70 pages are withheld in part pursuant to FOIA exemption (b)(6) and (b)(7)(c), and nine pages were non-responsive. The 138 pages for release are bates stamped DHS-001-656-000119 to DHS-001-656-000256.

If you have any questions regarding this release, please contact Assistant U.S. Attorney Jeremy Simon, United States Attorney's Office, U.S. District Court for the District of Columbia, at 202-252-2528, or by email at JSimon@usa.doj.gov.

Sincerely,

A handwritten signature in black ink that reads "Bradley E. White".

Bradley E. White
FOIA Program Specialist

Enclosed: 138 pages

Last Name	First Name	Component	Current Title	Appointing Authority	Pay Rate	Pay Grade
Barsa	John	OSEM	Advisor	TTC	GS	15
Carroll	Kevin	OGC	Special Advisor	LT NC SES	ES	00
Cassidy	Benjamin	OLA	Special Counsel	TTC	GS	15
Chmielewski	Kevin	COS	Advisor	TTC	GS	14
Cissna	Tiffany	OSEM	Senior Counselor & White House Liaison	LT NC SES	ES	00
Cox	Daniel	COS	Special Assistant	TTC	GS	7
Dinanno	Thomas	NPPD	Advisor	TTC	GS	15
Duke	Elaine	OSEM	Senior Advisor to the Secretary	LT SES	ES	00
Feere	Jonathan	ICE	Advisor	TTC	GS	15
Flores	Mario	COS	Director, Trips and Advance	TTC	GS	13
Gorka	Kathryn	COS	Advisor	TTC	GS	15
Hamilton	Gene	OSEM	Special Advisor	LT NC SES	ES	00
Hanson	Harold	CBP	Advisor	LT NC SES	ES	00
Hayden	Matthew	OPE	Advisor	TTC	GS	14
Heighberger	Eric	FEMA	Chief of Staff, FEMA	NC SES	ES	00
Hoffman	Jonathan	OPA	Advisor	TTC	GS	15
Jankowski	Roman	Privacy	Advisor	TTC	GS	14
Johnson	James	OPA	Advisor	TTC	GS	15
Johnson	Elizabeth	OPA	Advisor	TTC	GS	14
Jones O'Brien	Quinn	OSEM	Special Assistant	TTC	GS	5
Kelly	John	OSEM	Secretary	PAS	EX	1
Kirchner	Julie	CBP	Advisor	TTC	GS	15
Kovarik	Kathy Nuebel	CIS	Advisor	TTC	GS	15
Krause	Scott	MGMT	Advisor	TTC	GS	15
Lapan	David	OPA	Advisor	TTC	GS	15
Mandy	Cora	OPA	Special Assistant	TTC	GS	5
McKeown	Michael	OSEM	Advisor	TTC	GS	15
Metzler	Alan	OSEM	Deputy Chief of Staff	LT NC SES	ES	00
Neumann	Jayne	OSEM	Advisor	TTC	GS	15
Newman	Emily	CBP	Advisor	TTC	GS	14
Nielsen	Kirstjen	OSEM	Chief of Staff	LT NC SES	ES	00
Ries	Lora	MGT	Advisor	TTC	GS	15
Shah	Dimple	PLCY	Advisor	TTC	GS	15
Short	Tracy	ICE	Advisor	TTC	GS	15
Szold	Thomas	OLA	Advisor	TTC	GS	12
Vogt	Kaitlin	OSEM	Advisor	TTC	GS	12
Waters	Erin	OPA	Director of Strategic Communications	TTC	GS	12
Wolf	Chad	TSA	Advisor	TTC	GS	15
Wuco	Frank	OSEM	Senior White House Advisor	LT NC SES	ES	00

LT NC SES - Temporary Noncareer SES Appointment (additional 30 day extension granted by OPM)

LT SES - Limited Term SES appointment - approved by OPM

TTC - Temporary Transitional Schedule C appointment (initial 120 day appointment, with optional extension of an additional 120

NCSES - Non career SES

PAS - Presidential Appointee with Senate Confirmation

DHS Political Appointee Tracker

Political Appointees

Last Name	First Name	Component	Temporary Position Title	Temp. Appointing Authority	Permanent Position Title	Component	Perm. Appointing Authority
Barsa	John	OSEM	Advisor	TTC	Advisor	PLCY	Sch C
Bombach	Brent	OLA	Advisor	TTC			
Carroll	Kevin	OGC	Special Advisor	LT NC SES	Counselor for Combatting Transnational Criminal Organizations	OGC	NC SES
Cassidy	Benjamin	OLA	Special Counsel	TTC	Assistant Secretary, Office of Legislative Affairs	OLA	PA
Cassil	Susanne	OSEM	Confidential Assistant	TTC			
Chmielewski	Kevin	OSEM	Advisor	TTC	Director, Trips & Advance	CoS	Sch C
Cissna	Tiffany	OSEM	Senior Counselor & White House Liaison	LT NC SES	Senior Counselor & White House Liaison	CoS	NC SES
Cox	Daniel	OSEM	Special Assistant		Advance Representative	CoS	Sch C
Dinanno	Thomas	NPPD	Advisor	TTC			
Doughtery	Michael	PLCY	Advisor	TTC			
Duke	Elaine	OSEM	Senior Advisor to the Secretary	LT SES			
Feere	Jonathan	ICE	Advisor	TTC			
Flores	Mario	OSEM	Director, Trips and Advance	TTC			
Forkin	Joe	OSEM	Special Assistant	TTC			
Gorka	Katie	OSEM	Advisor	TTC	Advisor	PLCY	Sch C
Hamilton	Gene	OSEM	Special Advisor	LT NC SES	Senior Counselor	OS	NC SES
Hanson	Harold	CBP	Advisor	LT NC SES			
Hayden	William Matthew	OPE	Advisor	TTC			
Hayes	Bradley	PLCY	Advisor	TTC			
Heighberger	Eric				Chief of Staff, FEMA	FEMA	NC SES
Hoffman	Jonathan	OPA	Advisor	TTC	Assistant Secretary, Office of Public Affairs	OPA	PA
Jankowski	Roman	PRIV	Advisor	TTC			
Johnson	James	OPA	Advisor	TTC			
Johnson	Elizabeth	OPA	Advisor	TTC			
Jones O'Brien	Quinn	OSEM	Special Assistant	TTC			
Kelly	John				Secretary	OSEM	PAS
Kirchner	Julie	CBP	Advisor	TTC			
Kovarik	Kathy Nuebel	CIS	Advisor		Chief, Office of Policy & Strategy	CIS	NC SES
Krause	Scott	MGMT	Advisor		Executive Secretary	ESEC	NC SES
Krebs	Chris	OSEM	Advisor	TTC			
Lansing	Christyn	OPA	Special Assistant	TTC			
Lapan	David	OPA	Advisor	TTC			
Mallon	Emily	OSEM	Confidential Assistant				
Mandy	Cora	OPA	Special Assistant	TTC			
McDonnell	James	DNDO	Advisor	TTC			
McKeown	Michael	OSEM	Advisor	TTC	Deputy White House Liaison	CoS	Sch C
Metzler	Alan	OSEM	Deputy COS, Ops	LT NC SES			
Neumann	Elizabeth (Jayne)	OSEM	Advisor	TTC			
Newell	Russell	OPA	Advisor	TTC			
Newman	Emily	OSEM	Advisor	TTC			

DHS Political Appointee Tracker

Nielsen	Kirstjen	OSEM	Chief of Staff	LT NC SES	Chief of Staff	CoS	NC SES
Ries	Lora	MGMT	Advisor	TTC	Senior Advisor to U/S Management	MGMT	NC SES
Shah	Dimple	PLCY	Advisor	TTC	Deputy General Counsel	DGC	NC SES
Short	Tracy	ICE	Advisor	TTC	Principal Legal Advisor	ICE	NC SES
Staropoli	Richard	MGMT	Advisor	TTC			
Szold	Thomas	DLA	Advisor	TTC			
Taylor	Miles	DSEM	Advisor	TTC			
Vogt	Kaitlin	OSEM	Advisor		Special Assisant	CoS	Sch C
Waters	Erin	OPA	Advisor	TTC			
Wolf	Chad	TSA	Advisor		Chief of Staff, TSA	TSA	NC SES
Wuco	Frank	OSEM	Senior WH Advisor	LT NC SES			

Career Appointees Serving as Acting or on Detail

Last Name	First Name	Acting/Detail Component	Acting/Detail Position		Position of Record	Component of Record
Cogswell	Patricia	I&A	Acting Under Secretary for Intelligence & Analysis	Career	Director, Intelligence, Homeland Security Investigations	ICE
Glawe	David	I&A	Acting Under Secretary for Intelligence & Analysis	Career	Assistant Commissioner, Office of Intelligence	CBP
Homan	Thomas	ICE	Acting Director ICE	Career	Deputy Executive Associate Director, Management and Administration	ICE
Risch	Carl	CIS	Advisor	Career	Field Office Director & Attache	CIS
Symons	Craig	CIS	Advisor	Career	Branch Chief, Administrative Appeals Office	CIS

LT NC SES - Temporary Noncareer SES Appointment (additional 30 day extension granted by OPM)

LT SES - Limited Term SES appointment - approved by OPM

TTC - Temporary Transitional Schedule C appointment (initial 120 day appointment, with optional extension of an additional

NCSES - Non career SES

PAS - Presidential Appointee with Senate Confirmation

PA Presidential Appointee

OSEM Office of the Secretary & Executive Management

OS Office of the Secretary

COS Office of the Chief of Staff

ESEC Executive Secretariat

CISOMB Ombudsman Citizenship and Immigration Services

DNDO Domestic Nuclear Detection Office

OGC Office of the General Counsel

CRCL Office of Civil Rights & Civil Liberties

OLA Office of Legislative Affairs

OPA Office of Public Affairs

PRIV Chief Privacy Officer

PLCY Office of Policy

HSAC Homeland Security Advisory Council

NPPD National Protection and Programs Directorate

OHA Office of Health Affairs

I&A Office of Intelligence and Analysis

USM Office of the Under Secretary for Management

FEMA Federal Emergency Management Agency

S&T Science and Technology Directorate

USCIS U.S. Citizenship and Immigration Services

ICE U.S. Immigration and Customs Enforcement

CBP U.S. Customs and Border Protection

TSA Transportation Security Administration

KEVIN T. CARROLL

(b)(6)

Attorney with service in each branch of government, law firm and in-house experience, and academic and practical national security expertise. Skilled representing clients in court and the media, and before Congress and government boards. Former CIA case officer and reserve lieutenant colonel with seven deployments, including to Afghanistan and Iraq. (b)(6);(b)(7)(C)

EXPERIENCE

Babel Street, Inc., Reston, Virginia

2015 to present

Deputy General Counsel. Responsible for cybersecurity and export control; Foreign Corrupt Practices and Fair Credit Reporting Act policies; and bid protests and government relations. Stopped infringement of the company's trademark and the theft of our intellectual property. Represented, pro bono, a retired general in a successful effort to overturn his reduction in rank.

U.S. Army and Army Reserve

1995 to present

Lieutenant Colonel. Assigned to the Office of the Secretary of Defense, Joint Staff, special operations units including the Rangers, and 1st Infantry Division. Six deployments, three to Afghanistan and Iraq. National Security Council staff, U.S. Afghan theater commander, and Joint Staff Director of Intelligence daily briefer.

Quinn Emanuel Urquhart & Sullivan LLP, Washington, DC

2013 to 2015

Senior Associate. Winning counsel in *U.S. v. Brezler/Brezler v. Mills*, pro bono. On the team for an \$806m trial win for taxpayers in *FIIFA v. Nomura*; helped obtain \$3.7b in settlements for taxpayers from Goldman Sachs and HSBC. Performed key research for U.S. Steel's Section 337 trade complaint against China. Represented a U.S. manufacturer in a trade secret theft case against a Chinese competitor. Participated in an internal investigation reducing a Swiss bank's Department of Justice fine of \$450m to \$30m. Helped resolve a public integrity investigation for a client. Represented a foreign company before the Armed Services Board of Contract Appeals. Worked on the successful *Americans for Prosperity Foundation v. Harris* case.

U.S. House of Representatives Committee on Homeland Security

Hon. Peter T. King, Chairman

2011 to 2013

Senior Counsel. Helped prepare 18 hearings, including a series on domestic radicalization, and conducted oversight investigations.

Central Intelligence Agency

2004 to 2007 and 2008 to 2011

Case Officer. Served as an acting base chief in a combat zone, and in the U.S. Collected intelligence briefed to the President.

U.S. District Court, EDNY, Hon. Thomas C. Platt, USDJ

2003 to 2004

Law Clerk. Assisted with civil and criminal trials, including a terrorism trial. Drafted several opinions reprinted as *New York Law Journal* decisions of interest.

Hughes Hubbard & Reed LLP, New York, NY

2001 to 2002

Associate. Researched civil and criminal litigation matters. Voluntarily recalled after 9/11.

EDUCATION

Georgetown University, Washington, DC

LL.M., National Security Law 2012

Global Teaching Fellow. FCPA award.

Fordham University, New York, NY

J.D. 2001

Stein Scholar in Public Interest Law and Ethics. *Fordham International Law Journal*. Class oral advocacy award for winning best speaker in two interschool moot courts. 2L Dean's List.

Johns Hopkins University, Baltimore, MD

B.A., History 1994

ROTC scholarship. Term at University of Oxford; finalist in the Oxford Union Society debates.

PUBLICATIONS and SPEAKING

Published in the *Georgetown Journal of International Law*, *Wall Street Journal* (including with the Hon. Michael Mukasey), *War on the Rocks* and on FoxNews.com.

Appeared on ABC, CBS, CNN, Fox and NBC. Quoted in the *Associated Press*, *Daily Beast*, *Foreign Policy*, *New York Times*, *Times of London*, and *Washington Post and Times*.

Speaker at/for the DC bar, law firms and schools, the Army and National War Colleges, Marine Corps Command and Staff College, Joint Military Intelligence Training Center and Air Force Special Operations School.

Invited participant at the inaugural War Studies Conference of the Modern War Institute at the U.S. Military Academy.

ADMISSIONS

District of Columbia and New York bars

United States District Courts for the District of Columbia and the Eastern District of New York

BENJAMIN CASSIDY

(b)(6)

SUMMARY

Executive leader with a full complement of international aerospace and defense expertise gained through successful business development, government advocacy, and regulatory problem solving. Business achievements founded on a 25-year plus government and military career including substantial legislative as well as international experience in Europe, Asia and Latin America. A comprehensive understanding of global business requirements significantly shaped by fluency in multiple languages.

EXPERIENCE

K2C Advisors, Alexandria VA

2016 -- Present

Managing Partner

K2C Advisors was formed in 2016 as a global advisory company focused on defense and security. Our advisory team promotes business development, market access, partnering and technology sharing issues. We bring a disciplined program management approach to our work in order to protect precious human and capital resources and to ensure the highest probability of success. We offer rigorous analysis, persistence and a sense of urgency in providing timely solutions to our client's most challenging problems.

THE BOEING COMPANY, Chicago, IL

2010 – 2016

Senior Director, International Operations and Policy

Enabled aerospace and defense international sales through government relations to include legislative and foreign embassy expertise culminating in the sale of P-8 Poseidon to the United Kingdom and C-17 to Canada. Created and orchestrated a coordinated international government, industry and third-party approach to sales advocacy. Shaped U.S. export regulatory and technology release policy working collaboratively with White House, State, Defense and Commerce representatives as well as international and defense industry colleagues.

- Personally recognized by the CEO of Boeing for leadership in government relations underpinning the sale of nine P-8 Poseidon maritime patrol aircraft to the United Kingdom valued at more than \$2.0 B.
- Created and executed an international strategy to ensure delivery, in a record three months, of Canada's fifth C-17 strategic airlift aircraft by streamlining aircraft licensing and technology release.
- Contributed directly to revised U.S. export regulatory controls for aircraft and parts by working collaboratively with government, aerospace industry and trade associations resulting in a 20% reduction in required export licenses for aircraft parts and components.
- Returned close to \$1 million in research and development savings to the company's weapons business through close collaboration with Department of State to resolve third party transfer requirements.

RAYTHEON COMPANY, Boston, MA

2010

Vice President, Legislative Operations

Led a team of ten congressional affairs executives as well as consultants focused on adding revenue to Raytheon's annual defense and service sales. Analyzed the annual federal budget to ensure congressional support for Raytheon program and policy priorities. Responsible for growing Raytheon's Political Action Committee (PAC) fund by planning nationwide programs to encourage company executives to invest in the PAC.

- Prepared and executed Raytheon CEO meetings with the Chairman of the Senate Foreign Relations and Senate Intelligence Committees as well as House of Representatives appropriations leadership.
- Revamped Raytheon's Political Action Committee program to enable the growth of the PAC by actively tracking senior executive participation and achieving 100% participation.

THE BOEING COMPANY, Chicago, IL

2003- 2009

Chief of Staff, Government Operations, National Security and Space Group (2009)

Promoted to establish an executive branch advocacy group consisting of twenty-five senior executives and managers responsible for creating revenue opportunities within the Defense and NASA budgets. Planned and coordinated all cabinet-level Pentagon, State and Commerce meetings for Boeing's Chairman and CEO.

- Recommended and established an annual operating rhythm for the Chairman and CEO of Boeing with the Secretaries of State, Defense and Commerce and other senior government officials.
- Increased Boeing revenues attributable to the Defense budget by establishing Boeing engagements throughout the Defense budget creation process resulting in the addition of 24 F/A-18 fighter jets.
- Proactively managed an annual membership, sponsorship and consultant budgets of approximately \$5.0 million to focus the accountability for funds directly on key sales campaigns.

Director, Missile Defense Government Operations (2007-2009)

Reinvigorated government relations support for Boeing's missile defense business by developing and applying a strategy to action "best practice" government, industry and third party advocacy approach to gaining budget support for Boeing's strategic missile defense program.

- Worked in close collaboration with the Boeing Missile Defense Systems as well as the U.S. Missile Defense Agency, OSD, State and the Hill, to increase the DoD budget for missile defense by \$400 million in 2008.
- Orchestrated additional funding for the cooperative U.S.-Israel Arrow program by gaining an additional \$40 million in budget authority in 2007.
- Conceived, organized and carried out the first ever Boeing key partner/supplier seminars and training leading to increased nationwide congressional support for Boeing's missile defense business to include the Airborne Laser directed energy system.

Manager, Strategic Initiatives and Director, Business Development Missile Defense Systems (2003-2007)

Led international business development efforts for the Vice President of Business Development, Boeing Missile Defense Systems.

- Organized and executed international missile defense research and development cooperative agreements with key industry partners to include MBDA (UK), Alenia (Italy), PIT (Poland), IAI (Israel), Havelsan (Turkey), CAE (Canada), Mitsubishi (Japan) and others.
- Used modeling and simulation analysis to gain cooperative international industry participation in local, regional and national missile defense.
- Gained and applied essential export regulatory expertise to ensure licensing and technology release issues did not inhibit cooperative research and development business development.

OTHER RELEVANT EXPERIENCE

OFFICE OF UNITED STATES SENATOR JOHN WARNER

2001-2003

Defense and Foreign Policy Legislative Assistant, Washington, DC

Advisor to the senior senator from Virginia on all matters related to defense and foreign policy with expertise gained in shipbuilding procurement, defense contracting and legislative authorization and appropriation procedures.

U.S. MARINES, Colonel

1973-2001

Infantry officer with international, legislative and command expertise gained over 25 plus years of global defense and security leadership assignments. Designated a Department of Defense Foreign Area Officer in European and Latin American affairs based on expertise in regional political, economic, defense and social issues as well as foreign language proficiency. Final assignment was Director, Marine Corps Senate Liaison serving as the Marine Corps Commandant's representative at the U.S. Senate where duties included assisting in the nomination confirmation process.

EDUCATION

M.A. – National Security Studies, Georgetown University, Washington, DC -- 1993

B.A. – International Relations and Latin American Studies, Brown University, Providence, RI -- 1975

LANGUAGES

French, Spanish, Portuguese -- full professional proficiency

Italian – full speaking and reading proficiency

Japanese – basic conversational proficiency

Russian – limited conversational and reading proficiency

(b)(6);(b)(7)(C)

Susanne Kelly Cassil

(b)(6)

EDUCATION

NORTH GREENVILLE UNIVERSITY

Bachelor of Science in Psychology

Tigerville, SC

Dec 2014

- *Academics:* 3.6 GPA, Dean's List, Founder's Scholar
- *Honors:* Psi Chi (International Honor Society in Psychology)

EXPERIENCE

FREEDOM PARTNERS SHARED SERVICES

Arlington, VA

Operations Associate

July 2016–Present

- Established, improved, and documented a wide array of best practices for the entire Operations Team.
- Researched, discovered, and eliminated thousands in wasteful spending.
- Organized record-keeping processes for employee information.

Receptionist

Feb 2016–July 2016

- Coordinated the finance and invoicing processes for monthly expenses of approximately \$3.5 Million.
- Harmonized office operations including events planning, equipment procurement, and physical security.

DAVIE PREGNANCY CARE CENTER

Mocksville, NC

Client Services Director

Jan 2015–May 2015

- Engaged over 50% of the clientele via personal coaching sessions, phone calls, and classes.
- Managed operations including administrative tasks, client data entry, volunteer activities, and client scheduling.

ABC OF NC CHILD DEVELOPMENTAL CENTER

Winston-Salem, NC

Intern

Jun 2014–Aug 2014

- Provided individualized therapeutic and educational services for children with autism spectrum disorders.
- Actively participated in a large variety of learning activities with the children.

NORTH GREENVILLE UNIVERSITY

Tigerville, SC

Teaching Assistant

Aug 2012–May 2014

- Provided assistance to Reginald Ecarma, Ph.D. with managing eight full-time media and communications classes.
- Graded and critiqued student papers, essays, exams, and other submissions.

LIFELINE PREGNANCY HELP CENTER

Elkin, NC

Volunteer

Jan 2003–April 2015

- Personally raised over \$10,000 in small donations from individuals and small businesses.
- Contributed approximately 1500 hours of critical administrative support.

REVIVAL PAIN MANAGEMENT

Elkin, NC

Drug Counselor Intern

Aug 2010–Nov 2010

- Observed and assisted the Drug Counselor during counseling sessions.
- Entered client data into computer applications, prepared clients' paperwork for appointment.

LEADERSHIP AND ACCOMPLISHMENTS

NGU STUDENTS FOR LIFE – *President, Vice President*

NGU PSI CHI CHAPTER – *President, Vice President*

NGU YOUNG AMERICAN'S FOR FREEDOM – *President, Founder*

EAGLE FORUM COLLEGIANS SUMMIT – *Scholar, Guest Speaker*

SOUTH CAROLINA STUDENT LEADERSHIP FORUM – *NGU Nominee, Delegate*

INTERNATIONAL TRAVEL – *Study Abroad (Denmark, Fall 2010), Project Refuge Missionary (Peru, Summer 2013)*

SKILLS & CERTIFICATIONS

PIANO – Fifteen years of experience; Frequent public performances of mastered piano pieces, with and without accompaniment.

SPECIALTY SOAP MAKING – Established a small soap & lotion creation business, "Soap by Susanne."

CPR/AED CERTIFICATION – American Red Cross

SERVING WITH CARE AND INTEGRITY COURSE – Care Net

DHS-001-656-000128

DHS-17-0550-B-000010

■ Kevin Chmielewski

(b)(6)

Experience

PRESIDENTIAL INAUGURAL COMMITTEE — DECEMBER 2016 - JANUARY 2017

Events Coordinator

- Managed all general public areas for the 58th presidential inauguration swearing in ceremony that consisted of hundreds of thousands of people and a \$17 billion dollar budget
- Liaison between Secret Service, U.S. Park Police, U.S. Park Services, Capital Police, Washington D.C. Metro Police and the 45th President of the United States Donald J. Trump
- Director of Production for production for the National Mall consisting of all the Jumbotrons, Line Arrays, medical tents, security perimeters and ground coverings

DONALD J. TRUMP FOR PRESIDENT — JUNE 2015 - DECEMBER 2016

Senior Advance Lead

- Direct liaison between Secret Service, local and state police and President Donald J Trump during entire campaign
- Started with President Donald J Trump with his presidential exploratory committee
- Handled production and television needs for campaign related events
- In charge of implementing travel needs for President Donald J Trump, family and traveling senior staff
- Helped manage large key events during the campaign such as the Republican National Convention, debates, primary nights, election night and campaign announcement
- Organized and executed large scale meetings with dignitaries and high ranking officers such as Generals, Admirals, prior Presidents, Fortune 500 CEO's, celebrities, professional athletes and numerous Governors, Senators, Congressmen and Mayors
- Helped facilitate the selection process of the 45th Vice President of the United States
- Advance lead for numerous Vice President Mike Pence trips

K.P. KAUFFMAN — JUNE 2013 - OCTOBER 2015

Director of Safety and Security

- Director of Safety and Security for a \$1.8 billion dollar oil and gas company with over 1,000 employees
- Created and spearheaded a new division within the company (Kauffman Piloting Services)
- Oversaw and enforced all environmental policies and issues
- Managed and implemented overseas trips for founder, CEO and family in the Safety and Security aspect
- Helped build the culture for a safer, more environmentally friendly oil and gas company

GOVERNOR MITT ROMNEY FOR PRESIDENT -- DECEMBER 2011 - NOVEMBER 2012

SPEAKER OF THE HOUSE PAUL RYAN

Advance Lead

- Direct liaison between Secret Service, local and state police and the Republican nominee for President, Governor Mitt Romney
- Handled production and television needs for the campaign
- In charge of implementing travel needs for Republican nominee Governor Mitt Romney, family and senior staff
- Helped manage large key events during the campaign such as the Republican National Convention, debates, primary nights and election night
- Organized and executed large scale meetings with dignitaries and high ranking officers such as Generals, Admirals, prior Presidents, Fortune 500 CEO's, celebrities, and numerous Governors, Senators and Congressmen
- Advance lead for the Vice Presidential nominee, Speaker of the House Paul Ryan
- Advance lead for numerous Vice President nominee Paul Ryan trips

GOVERNOR RICK PERRY FOR PRESIDENT -- AUGUST 2011 - JANUARY 2012

Advance Lead

- Direct liaison between Texas Rangers, local and state police and the Republican candidate for President, Governor Rick Perry
- Handled production and television needs for the campaign
- In charge of implementing travel needs for Republican candidate Governor Rick Perry, family and senior staff
- Helped manage large key events during the campaign such as the announcement, debates and primary nights
- Organized and executed large scale meetings with dignitaries and high ranking officers such as Generals, Admirals, prior Presidents, Fortune 500 CEO's, celebrities, and numerous Governors, Senators and Congressmen

GOVERNOR RICK SCOTT OF FLORIDA -- APRIL 2010 - AUGUST 2011

Advance Lead, Policy and Data Analyst, Deputy Director of Credentialing

- Direct liaison between Florida Department of Law Enforcement, local and state police and the Governor of Florida Rick Scott
- Director of production for campaign related events
- In charge of implementing travel needs for Governor Rick Scott, family and senior staff
- Director of Credentialing for Governor Rick Scott's 2010 inauguration
- Organized and executed large scale meetings with dignitaries and high ranking officers such as prior Presidents, Fortune 500 CEO's, professional athletes and numerous Governors, Senators, Congressmen and Mayors
- Governor appointee for Agency for Workforce Innovation

LIEUTENANT GOVERNOR JENNIFER CARROLL -- APRIL 2010 - AUGUST 2011

Director of Advance

- Direct liaison between Florida State Trooper Protection Detail, local and state police and Lieutenant Governor of Florida Jennifer Carroll
- Director of production for campaign related events
- In charge of implementing travel needs for Lieutenant Governor Jennifer Carroll, family and senior staff
- Organized and executed large scale meetings with dignitaries and high ranking officers such as prior Presidents, Fortune 500 CEO's, professional athletes and numerous Governors, Senators, Congressmen and Mayors

SENATOR JOHN MCCAIN FOR PRESIDENT -- 2007 - 2008

GOVERNOR SARAH PALIN

Advance and Production

- Direct liaison between Secret Service, local and state police and the Republican nominee for President, Senator John McCain and Governor Sarah Palin
- Handled production and television needs for the campaign
- In charge of implementing travel needs for Presidential nominee Senator John McCain, Governor Sarah Palin, families and senior staff
- Helped manage large key events during the campaign such as the Republican National Convention, debates, primary nights and election night
- Organized and executed large scale meetings with dignitaries and high ranking officers such as Generals, Admirals, prior Presidents, Fortune 500 CEO's, celebrities, professional athletes and numerous Governors, Senators, Congressmen and Mayors

SENATOR FRED THOMPSON AND MAYOR RUDY GIULIANI CAMPAIGNS -- 2006 - 2007

Advance and Production

- Direct liaison between local and state police and the Presidential candidates, Senator Fred Thompson and Mayor Rudy Giuliani
- Handled production and television needs for the campaign
- In charge of implementing travel needs for Presidential candidates Senator Fred Thompson, Mayor Rudy Giuliani, families and senior staff
- Organized and executed large scale meetings with dignitaries and high ranking officers such as Generals, Admirals, prior Presidents, Fortune 500 CEO's, celebrities, professional athletes and numerous Governors, Senators, Congressmen and Mayors

ADVANCE AND PRODUCTION -- 2002 - 2010

President George W. Bush events; Vice President Dick Cheney events; Prince of Wales - Prince William; Library of Congress events; Governor Charlie Christ; Digital Media Designs; Susan G. Komen Race for the Cure; Bloomberg Television; Numerous Concert Tours and Television Programs

Education

UNITED STATES COAST GUARD — 1998

Honorably Discharged

Certifications and Licenses

(b)(6);(b)(7)(C)

References

Available Upon Request

TIFFANY A. CISSNA

(b)(6)

EMPLOYMENT

- 2011– present TAC CONSULTING, LLC CHEVY CHASE, MD
• *Principal*
Provide public, private, and non-profit clients with strategic policy development and communications expertise as well as advise on successful government relations and stakeholder relationship development and management practices.
- 2010 INFORMATION EXPERTS RESTON, VA
• *Congressional Relations Project Manager (part-time)*
Assessed client Congressional relations strengths and weaknesses as well as commitment to engagement. Crafted Congressional outreach strategic plan, using extensive knowledge and experience to identify and prioritize proactive engagement opportunities while educating clients on the importance of timely reactive engagement. Prepared clients for engagement by facilitating internal preparatory sessions, including advising on anticipated questions and appropriate responses, as well as researching, designing, developing, and delivering relevant briefing materials.
- 2006–2009 U.S. DEPARTMENT OF HOMELAND SECURITY WASHINGTON, DC
• *Chief of Staff, Office of Policy*
Served as the principal manager and chief operating officer for the approximately 250-person office, building and defending its more than \$43 million budget and executing all financial, human capital, and acquisition programs. Counseled the Secretary, Deputy Secretary, Assistant Secretary for Policy, and other Departmental leadership on policy matters falling under the Department's purview.
• *Associate Director, Office of Legislative Affairs (OLA)*
Advised the Secretary, Deputy Secretary, Assistant Secretary for OLA, Deputy Assistant Secretaries for OLA, and other Departmental leadership on Congressional messaging, outreach, and response as the principal OLA representative to the Secretary's Immigration Legislation Task Force during the Congressional comprehensive immigration reform debates. Coordinated, as appropriate, with the White House and the Departments of Justice, State, Commerce, Interior, and Agriculture.
• *Assistant Director, OLA*
Coordinated Congressional outreach, response, and messaging on all immigration and border security matters. Staffed the Secretary and/or his designee during relevant meetings, briefings, and hearings. Participated in related Departmental leadership, policy, travel, and messaging planning.
- 2005–2006 U.S. SENATE SUBCOMMITTEE ON IMMIGRATION, BORDER SECURITY AND CITIZENSHIP, THE HONORABLE JOHN CORNYN, CHAIRMAN WASHINGTON, DC
• *Legal Assistant*
Conducted oversight of the Departments of Homeland Security, Justice, and State, focusing on immigration, border security, and crime. Researched, reviewed, and briefed the Chairman on relevant legislation as well as nominees.
- 2003–2005 OFFICE OF THE HONORABLE JOHN CORNYN, U.S. SENATOR WASHINGTON, DC
• *Legislative Correspondent*
Conducted research, followed legislation, and prepared briefing materials on Department of Health and Human Services matters, including Medicare, Medicaid, and the National Institutes of Health. Managed related communication and correspondence. Communicated the Senator's positions to both constituents and interest groups during relevant meetings and travel.
• *Assistant Scheduler*
Processed all incoming scheduling requests, coordinated all official travel, compiled and updated scheduling database, responded for all declined or canceled requests, and assembled daily briefing books and travel binders.

EDUCATION

- 1999–2003 SOUTHWESTERN UNIVERSITY GEORGETOWN, TX
Bachelor of Arts, Spanish and International Studies, focus in Communications and Latin America. Study abroad in Oaxaca City, Mexico, and Seville, Spain. Recipient of the Southwestern University Presidential Scholarship and Delta Delta Delta Houston Alumnae Undergraduate Scholarship. Graduated with honors.

PROFESSIONAL/OTHER

Fluent Spanish.
Council Member, Village of Martin's Additions Council.
DHS-001-656-000133

(b)(6);(b)(7)(C)

DANIEL COX

(b)(6)

PROFESSIONAL SUMMARY

I have a track record of exceptional political campaign involvement, strong people relations, and solid sales experience as an employee, as well as in philanthropic agency volunteer positions. From generating ad campaigns as a political science student to executing strategy and campaign affairs for the Senior Senator of Arizona as a Field Representative and for the current United States President-Elect as Arizona Campaign Political Director; I have continuously demonstrated my abilities to execute marketing and political messaging to the public sector. I exceed industry standards and possess a background in motivation, communication, and client relations.

EDUCATION AND TRAINING

Arizona State University
Tempe, AZ

Political Science, Health Science
Dean's List Scholarship, Fall 2012 – Spring 2016

PROFESSIONAL EXPERIENCE

August 2016 – November 2016

Political Director
Donald Trump for President – Mesa, AZ

visits

campaign

- Assistance in implementation of political messaging
- Organization of campaign events and national surrogate
- Speaking at local events and meetings on behalf of

May 2016 – August 2016

Field Representative
John McCain Senate Campaign – Scottsdale, AZ

- Recruitment of campaign volunteers
- Coordination of campaign events and intern program
- Campaign strategy and statistical analysis

February 2016 – May 2016

Extern
AXA Financial Advisors – Scottsdale, AZ

plans

- Shadowing of top advisors
- Analysis of client portfolios and building of hypothetical
- Comparison of retirement funds and case study simulation

April 2015 – January 2016

Dining Room Attendant
JW Marriott Desert Ridge – Scottsdale, AZ

events

- Coordination of corporate meetings and networking

- Resort, dining, and local attraction concierge for guests
- Event set-up and decoration

COMMUNITY SERVICE

2008-Present

Heroes)

Trail Angel,

Project Athena Foundation (Award winning; Featured on CNN

rim to rim to rim)

- Relationship building and inspiration of cancer survivors
- Leading of athletic team events (such as Grand Canyon

- Organization of gear and navigational planning

2011-2012

Leader

Anthem Younglife and Wyldlife

- Mentoring of high school and middle school students
- Leading of team games and group conversations
- Event planning and organization

Interest Areas

Desired Functions

Finance and Budgetary Positions;Human Capital/HR Positions;Legislative Affairs Positions;Policy Positions;Public Affairs/Communications Positions;Other

Desired Policy Areas

Alternative Energy;Banking/Financial Regulation;Budget;Civil Rights & Liberties;Commerce;Consumer Protection;Criminal Justice/Justice;Defense;Economy;Energy/Natural Resources;Ethics and Lobbying Reform;Foreign Policy;Government Operations/Innovation;Health Care;Homeland Security;Housing;Immigration;Infrastructure;International Aid and Development;Labor;National Security;Small Business;Social Entrepreneurship;Social Security;Taxes;Trade;Urban Affairs

PROFESSIONAL PROFILE

Accomplished and highly experienced executive with over 20 years management and consulting experience in both government and the private sector. Dynamic leader with extensive project management experience in both government and civilian sectors. Possesses extensive professional network and has successfully operated at highest levels of United States' government in developing security and counterterrorism programs. Has also been successful real estate entrepreneur and consultant in non-governmental capacity since 2008.

(b)(6);(b)(7)(C)

EXPERIENCE**AXON GLOBAL SERVICES, Washington, DC****2013-Present**

Axon Global Services specializes in enterprise risk management including compliance, cyber intelligence and cyber security. Axon brings best in class technologies to CIOs, CISOs, in public and private sectors.

Senior Managing Partner

- Provide cyber security and risk management consultant services for corporate & government clients including financial services, health care and other critical infrastructure operators
- Billable consultant providing cyber threat program management and mitigation policies
- Implement compliance & mitigation strategies at CIO, CISO, General Counsel and Board Level specific to HIPPA Security Rules, SEC cyber-security disclosure, FTC Section 5 FTC Act and related matters
- Serve as primary consultant to customers on impacts of 2013 Executive Order "Improving Critical Infrastructure Cyber security"

REPUBLIC CONSULTING GROUP, Boston, MA**2008-Present**

A business consulting firm focused on providing subject matter expertise and due diligence support to family office private equity investment firm.

President

- Provides leadership, industry knowledge, and customer understanding to guide investment committee decision
- Provide senior level subject matter expertise in cyber-security, critical infrastructure protection and risk management and security programs in performance of due diligence on portfolio companies
- Identify merger and acquisition targets; develop strategic teaming strategies for portfolio companies

INTERNATIONAL ASSESSMENT AND STRATEGY CENTER, Alexandria, VA**2008-Present**

A national security and homeland security 501 (c)3 educational foundation focused on medium and long-term security issues including Transnational Crime, Networks and Pipelines, Chinese Military Capabilities, Critical Infrastructure Protection and Radical Islam.

Senior Fellow

- Served as principal investigator and subject matter expert on long term national security “net assessment” to identify threats and their impacts on the security of the United States and her key interests
- Provide senior level subject matter expertise in cyber-security, critical infrastructure protection and risk management and security programs
- Provided thought leadership about new, emerging or likely threats to the US Homeland

DEPARTMENT OF HOMELAND SECURITY, WASHINGTON, DC.

2003-2007

Deputy Assistant Secretary for Infrastructure Protection & Cyber Security

- Managed and lead directorate of \$600 million and staff of over 300 and coordinated implementation of the National Infrastructure Protection Plan and HSPD-7 across USG.
- Lead and coordinated development of the National Cyber Security Division and National Infrastructure Protection Plan and oversaw key NCSD programs including: US-CERT, Software Assurance, and EINSTEIN I and II
- Lead USG effort to develop key public-private partnership after 9/11 - NIPP Partnership Framework includes creation of sector coordinating councils, Critical Infrastructure Partnership Advisory Council (CIPAC), and included Information Sharing and Analysis Centers (ISAC) integration
- Lead and coordinated development and of regulations (CFATS) to identify and protect high risk chemical sites
- Lead and Coordinated ESF 2 and NCC during several natural disasters including hurricanes Katrina and Rita, served as first infrastructure liaison in JFO planning cell, Baton Rouge
- Lead development of Critical Infrastructure Annex to National Response Framework

Special Assistant to the Chief of Staff

- Served as senior advisor to Chief of Staff on wide range issues including: interoperable communications and other special projects for DHS Chief of Staff
- Lead DHS Team on Special Project for Secretary relating to Corporate Governance & Security
- Advised DHS leadership on the proposed function and structure of DHS' external affairs components & regional structure. Served as advisor to the Chief of Staff on all aspects of Homeland Security related to the private sector

THE WHITE HOUSE OFFICE OF HOMELAND SECURITY, WASHINGTON, DC.

2001-2003

Director of Corporate Relations

- Served as primary liaison to the private sector for all Homeland Security related matters in dealing with immediate aftermath of 9/11
- Provided extensive briefings to trade and industry groups on all White House initiatives related to Homeland Security and represented Administration at various venues and conferences related to post 9/11 initiatives
- Worked closely with other federal agencies and White House offices to coordinate policies affecting the private sector including port, border, and transportation security initiatives.
- Provided extensive input to President's National Strategy for Homeland Security

US SMALL BUSINESS ADMINISTRATION, WASHINGTON, DC.

2001

Acting Chief of Staff & Senior Policy Advisor

- Served as senior political appointee during Presidential transition
- Supervised and appointed all schedule C appointees and allocated tasks and divisions of responsibility
- Served as second in line to Acting Administrator as head administrative official for Agency
- Performed all supervisory functions of senior staff and supervised all personnel decisions
- Coordinated all Agency responses to congressional, press, and industry inquiries and managed budget submission process

EDUCATION and AFFILIATIONS

Massachusetts Institute of Technology, Cambridge, MA <i>M.S. Business Administration & Urban Planning</i>	June 1999
University of Pennsylvania, Philadelphia, PA <i>M.G.A. Government Administration and International Relations</i>	June 1993
Institute of World Politics, Washington, DC <i>National Security & Intelligence and Counterintelligence Policy</i>	July 1992
Tufts University, Medford, MA <i>Fletcher School of Law & Diplomacy, International Law & Soviet Studies</i>	May 1991
Middlebury College, Middlebury, VT <i>B.A. Economics/Latin American Studies</i>	June 1989

MICHAEL TIMOTHY DDUGHERTY

(b)(6)

Experienced attorney with distinctive government/private sector experience in business development, government relations, policy, technology and operations in the homeland security network space. Strong oral and written communication skills. Creative problem solving, adept in solo efforts and in fixed environments. Strong research ethic and professional integrity.

EXPERIENCE

Identification Technology Association (IdTA, formerly the Secure Identity & Biometrics Association), Alexandria, VA

Chief/Executive Officer, September 2015 to Present

Lead and oversee all operations of IdTA, a non-profit trade association made up of cutting-edge technology and services companies. Create effective, ethical engagements with numerous Federal agencies on identity management and biometrics solutions to improve security, trust, law-enforcement and customer service. Generate thought-leadership materials for media distribution.

Raytheon Company, Arlington, VA

Director of Joint Threatment Solutions, May 2009 to September 2015

Responsible for initiating and supporting pursuits in the homeland and public safety markets, leading collaborative efforts across businesses to bring distinctive products and services to civilian markets. Grow customer relationships and supply customer insights in gate reviews, color teams, black hats, evaluate and edit RF and RFP responses. Conduct win/loss analysis, support protest. Strategy and policy consulting. Provide researched, written analysis on markets, trends, budgets, and legal issues. Manage numerous consultants. Represent company as a thought leader, writing original white papers and speaking at domestic and international events. Evaluate third-party technologies for investment.

U.S. Department of Homeland Security, Washington, D.C.

Citizenship Office Immigration Solicitor General, March 2008 to May 2009

As Ombudsman (excepted service appointment) led 27 attorneys/professionals with a \$6.5M budget. In this independent position, determined priorities for annual report to Congress. Actively managed staff to research, investigate and propose solutions to persistent immigration service issues. Portfolio included business, investor, STEM and nursing visas; E-Verify System implementation and other IT enhancements; and assessing DHS capacity for comprehensive immigration reform. Extensive public and private sector outreach to improve immigration services and resolve agency/stakeholder conflict. Testified before the Senate Judiciary Committee on investor visas.

U.S. Senate Judiciary Committee, Washington, D.C.

Legislative Counsel, Committee on U.S. Senator John Kyl, 2005 to 2008

Member of personal staff housed on the Senate Judiciary Committee's Subcommittee on Terrorism, Technology and Homeland Security. Advised Senator on legal and policy issues involving immigration and homeland security. Directly participated in highest-level negotiation and drafting bipartisan comprehensive immigration reform effort in 2007. Represented Senator in meetings with key officials and constituents. Designed hearings. Wrote speeches, editorials, and behind-the-scenes correspondence.

U.S. Department of Homeland Security, Border and Transportation Security Directorate, Office of Policy and Planning, Washington, D.C.

Acting Director of Immigration Policy and Solicitor Policy Advisor for Immigration, 2003 to 2005

Directly advised DHS Undersecretary and Assistant Secretary on policy, legal and operational border security issues. Led successful DOJ effort to expand DHS legal authorities to support expedited border operations. Represented office in government private sector council to ensure initiative balanced security, economic, and civil liberties.

U.S. Department of Justice, Civil Division, Office of Immigration Litigation, Washington, D.C.

Trial Attorney, 1999 to 2003

Litigated more than 100 cases on immigration law issues in U.S. Circuit Courts of Appeal. With 92% win rate. Numerous published wins. First-chair in U.S. District Court litigation.

Executive Office for Immigration Review, Board of Immigration Appeals, Alexandria, VA *Attorney Advisor*, 1996 to 1999

U.S. Merit Systems Protection Board, Dallas Field Office, Dallas, TX
Administrative Judge, 1994 to 1996

Office of the U.S. Attorney, Eastern District of Virginia, Alexandria, VA *Special Assistant U.S. Attorney* (detail), 1993 to 1994

U.S. Merit Systems Protection Board, Office of Appellate Counsel, Washington, D.C. *Chief of Counsel*, 1989 to 1994

EDUCATION

Columbus School of Law, The Catholic University of America, Juris Doctor, 1988

The Catholic University of America, Bachelor of Arts, 1985

BAR ADMISSIONS AND PROFESSIONAL AFFILIATIONS

Maryland 1989; District of Columbia, 1989

Board Member, Keeping Americans Safe, 2010-Present

Steering Committee Member, Washington Homeland Security Roundtable, 2012-Present

OTHER

(b)(6);(b)(7)(C)

Sigma Specialist

Elaine C. Duke

Elaine C. Duke is the Principal of Elaine Duke & Associates, LLC. She provides acquisition and business consulting services to large and small businesses, using the expertise she developed over her federal career in management and acquisition at Department of Homeland Security and Department of Defense. She helps companies develop business strategies, including developing opportunities and proposals for specific targets, and tactics for positioning companies for success in the federal market.

She specializes in assisting companies in doing business with the Federal government. Her consulting work includes advising industry partners on federal contracting process regulations, policies, and practices in the planning, source selection, and contract administration phases of procurement. She advises on acquisition including program management, investment review, and program analysis and evaluation. Ms. Duke also provides specialized consulting in information technology acquisition, as well as aligning the planning, programming and budgeting systems with the acquisition life cycle. In addition, Ms. Duke consults on information technology process and systems, facilities and administrative federal services, security, and human capital. Her focus is on federal business and management operations, with an emphasis on the Department of Homeland Security (DHS) and its operations.

Ms. Duke is a member of the Secretary of Homeland Security's Homeland Security Advisory Council (HSAC). She is also a strategic advisor to the Government Technology and Services Coalition (GTSC), assisting small and mid-tier businesses in the federal sector. Ms. Duke taught acquisition in the American University Masters of Public Administration Program, and at the Homeland Security Acquisition Institute. Ms. Duke frequently serves as an expert in acquisition in various not-for-profit venues. She has served as guest lecturer at National Contract Management Association, Johns Hopkins, Loyola University, and the Brookings Institution, as well as numerous commercial conferences and forums. She testifies before and serves as an advisor to various Congressional committees with oversight over acquisition and/or DHS.

Ms. Duke had a 28 year career with the Federal government, culminating with her Senate confirmation on June 27, 2008 as the Department of Homeland Security's Under Secretary for Management. She held this position until April 1, 2010. As the Under Secretary, she was responsible for the management of the Department's \$47 billion budget. She was the Department's Chief Acquisition Officer and led DHS' \$17 billion acquisition program. She provided executive leadership to the DHS Chief Information Officer, with responsibility for the Department's enterprise architecture through strategic use of information technology and communications systems. Ms. Duke led the personnel policies and practices for DHS' 230,000 employees through the Chief Human Capital Officer. Additionally, she provided oversight of the Department's facilities, real property, personal property, and environmental programs.

Prior to her appointment as Under Secretary, Ms. Duke served as Deputy Under Secretary for Management. She was the Department's Chief Procurement Officer from January 2006 until her appointment as Deputy Under Secretary in October 2007. As the agency's senior procurement executive, she was responsible for the management,

administration and oversight of the Department's acquisition, financial assistance, strategic and competitive sourcing programs. Ms. Duke was the Department's Deputy Chief Procurement Officer from October 2004 through December 2005. During this time, she championed the creation of the Acquisition Professional Career Program to rebuild the acquisition workforce for the 21st century.

Ms. Duke assisted in the stand-up of the DHS while at the Transportation Security Administration, where she served as Deputy Assistant Administrator for Acquisition beginning in August 2002. While at TSA, she delivered an acquisition program that met the post 9/11 legislative mandate to federalize passenger and baggage screening at US airports.

Ms. Duke spent a great deal of her career with the US Navy where she held various acquisition positions of progressive responsibility. She served as the Director, Office of Contract Policy as well as Deputy Director of the Hull, Mechanical and Electrical Contracts Division of the Naval Sea Systems Command. While on the staff of the Assistant Secretary of the Navy (Installations and Environment), Ms. Duke worked with local governments affected by the Base Closure and Realignment program, developing contract and financial assistance programs to revitalize local communities impacted by base closures. Ms. Duke also held various acquisition positions with the Naval Facilities Engineering Command including Deputy Director of the Contracting Department at the Navy Public Works Center, Pearl Harbor, Hawaii.

She began her federal career as a contracting officer with the US Air Force. In addition to her work with the Department of Defense, Ms. Duke served as the Deputy Director of Contracting and Property Management at the Smithsonian Institution and Director of Acquisition and Grant Services for the Federal Railroad Administration.

Ms. Duke holds a BS degree in Business Management and a MBA. During her service with the Federal Government, Ms. Duke received the Presidential Meritorious Rank Award, the DHS Secretary's Medal, the Transportation Security Administration Silver Medal for Customer Service, the Department of the Army Commander's Award for Public Service, and the US Coast Guard's Distinguished Public Service Medal.

JON FEERE

(b)(6)

It has been an honor to work as a policy advisor for the Donald J. Trump for President campaign and I hope to continue my service within the administration. For over 14 years I have worked for the most cited, pro-enforcement immigration organization in the country, the Center for Immigration Studies. As the Legal Policy Analyst, I am a subject matter expert on a number of topics from E-Verify to birthright citizenship. I have authored detailed reports and op-eds, strategized policy implementation, and mastered the messaging on most immigration issues. I regularly appear on television, radio, and in print.

An ideal position would allow me to help craft immigration policy while providing a defense against agenda items favored by the Washington establishment. The administration would make full use of my skill set by tasking me with writing policy papers and op-eds, making occasional media appearances, and educating surrogates on how to navigate difficult immigration issues.

EXPERIENCE

CENTER FOR IMMIGRATION STUDIES, Washington, D.C.

Legal Policy Analyst, August 2007-present

Writer, researcher, and subject matter expert on numerous immigration topics including Deferred Action, sanctuary cities, and birthright citizenship. I have testified before Congress and my editorials have appeared in many publications including *The Washington Times*, *The Daily Caller*, *The National Interest*, *The Christian Science Monitor*, and *U.S. News & World Report*. I have appeared on Fox News, MSNBC, PBS News Hour, C-SPAN, and regularly participate in panel discussions. I have been extensively quoted in print media from Breitbart to the Associated Press and I am a contributor at *TheHill.com*. My biography, research, and media appearances are available at: www.cis.org/Feere (Work samples provided below.)

DONALD J. TRUMP FOR PRESIDENT CAMPAIGN, New York, N.Y.

Immigration Policy Advisor

Provided research and writing for campaign speeches. Assisted communications team in responding to media inquiries. Offered some surrogates talking points and strategies for navigating immigration issue.

CENTER FOR IMMIGRATION STUDIES, Washington, D.C.

Coauthor, "Taking Back The Streets: ICE and Local Law Enforcement Target Immigrant Gangs", Summer 2007

Coauthored a report for which the Center received a government grant on the relationship between the growth of street gangs and immigration. Topics included MS-13, sanctuary cities, and legal issues surrounding state and local law enforcement.

U.S. HOUSE OF REPRESENTATIVES COMMITTEE ON THE JUDICIARY, Washington, D.C.

Legal Intern, August 2005-December 2005

Prepared memoranda in anticipation of Immigration, Border Security, and Claims Subcommittee hearings amid the Border Protection, Anti-terrorism, and Illegal Immigration Control Act of 2005 (H.R. 4437). Researched immigration legislation on post-Katrina New Orleans, drunk driving, birthright citizenship, and guestworkers.

CENTER FOR IMMIGRATION STUDIES, Washington, D.C.

Editor, April 2003-August 2004

Edited and helped prepare the Center's reports, testimony, and other publications. Assisted with organizing panel discussion events held at various venues in Washington including congressional offices and the National Press Club.

CENTER FOR IMMIGRATION STUDIES, Washington, D.C.

News Editor, April 2002-April 2003

Responsible for compiling all national and international news reports on the topic of immigration on a daily basis and for disseminating the information to over 5,000 subscribers. Regularly updated the CIS website with the latest immigration news.

THE WHITE HOUSE, Washington D.C.

Intern, Press Advance Office, September 2000-December 2000

Worked within the West Wing and the Eisenhower Executive Office Building while preparing the media and the President for local and foreign trips. Assisted press pool and Secret Service during a variety of in-town events such as the World War II Memorial groundbreaking.

EDUCATION

AMERICAN UNIVERSITY, WASHINGTON COLLEGE OF LAW, Washington, D.C.

Juris Doctor, May 2007

Activities: President, Student Bar Association 2006-2007

Vice President, Student Bar Association 2005-2006

Senator, Student Bar Association, 2004-2005

Assistant prosecutor for the State of Maryland, Criminal Justice Prosecution Clinic,

Spring 2007

UNIVERSITY OF CALIFORNIA, DAVIS, Davis, CA

Bachelor of Arts in Political Science, December 2001

Activities: Senator-Elect, Associated Students of the University of California, Davis (ASUCD)

Internal Affairs Commission Officer, (ASUCD)

Public Relations Director, Political Science Student Association

WORK SAMPLE

MSNBC, With All Due Respect -- Trump's Immigration Plan

September 1, 2016

<http://cis.org/TVInterviews/Feere-MSNBC-090116>

Congressional Testimony (video) -- "Birthright Citizenship: Is it the Right Policy for America?"

April 29, 2015

<http://cis.org/Testimony/Feere-Birthright-Testimony-042915>

Bipartisan Policy Center Debate: Immigration Reform and the Path Forward

July 11, 2016

<http://bipartisanpolicy.org/events/immigration-reform-2016-campaign-scotus/> (Jump to ~19:00)

PBS Newshour with Judy Woodruff -- Supreme Court on DACA

PBS, June 23, 2016

<http://cis.org/TVInterviews/Feere-PBS-062316>

No plan to stop foreign-born terrorists: Is Hillary beholden to open-borders stakeholders?

Washington Times, August 23, 2016

<http://www.washingtontimes.com/news/2016/aug/23/hillary-clinton-has-no-plan-to-stop-foreign-born-t/>

Why Hillary Clinton & John Kerry Share Responsibility for Criminal Alien Releases

Center for Immigration Studies, May 2014

<http://cis.org/clinton-kerry-share-responsibility-criminal-alien-releases>

Birthright Citizenship in the United States: A Global Comparison

Center for Immigration Studies, August 2010

<http://cis.org/birthright-citizenship>

Obama's lawless immigration plan is a gift to the 1 percent

TheHill.com, September 22, 2014

<http://thehill.com/blogs/pundits-blog/immigration/218395-obamas-lawless-immigration-plan-is-a-gift-to-the-1-percent>

Opposition To 'Illegal Aliens' Is Opposition To Borders

Daily Caller, May 24, 2016

<http://dailycaller.com/2016/05/24/opposition-to-illegal-aliens-is-opposition-to-borders/>

Additional reports, op-eds, and media appearances are available at: <http://cis.org/Feere>

Joe Forkin

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PROFESSIONAL BACKGROUND:

Donald J. Trump for President Campaign – Field Director, Lakes Region of New Hampshire & Central Ohio (January – November 2016)

- ✓--Part of a team that assisted with a variety of campaign activities in 7 states over eleven months, including New Hampshire, Ohio, Wisconsin, Pennsylvania, Indiana, Nebraska, and California
- ✓--Managed a staff of 10 campaign operatives, consisting of 4 Field Organizers and 6 Turf Coordinators in the Lakes Region of New Hampshire
 - Lakes Region in New Hampshire is a swing area comprised of 45 towns in four counties. This area included the state capital of Concord, suburbs of the state's largest city of Manchester, as well as other cities.
 - Of the 45 towns, we were successful in 35 for a 77% success rate
- ✓--Managed campaign activities in 10 Central Ohio counties. Of the 10 counties, we won 9 for a 90% success rate
- ✓--Met with elected officials and community leaders to garner support for Mr. Trump & other GOP candidates
- ✓--Managed an office of volunteers with a wide range of personalities while maximizing their full potential
- ✓--Built and maintained working relationships with delegates in several states
- ✓--Part of a team that developed a plan for a project to secure votes for the general election that reaches across several states
- ✓--Secured fundraising opportunities for the campaign
- ✓--Secured the successful implementation of event plans by working with event venue managers

Ohio Treasurer of State - Regional Representative (2011-2013)

- ✓--Met with elected officials and community leaders on the local and state levels in 17 of Ohio's 88 counties, including Ohio's capital of Columbus
- ✓--Built & maintained working relationships with local elected officials and community leaders
- ✓--Proactively searched for opportunities to increase outreach to various groups that might benefit from existing programs
- ✓--Recruited and assisted with enrolling participants into a newly created investment option for public funds managers
- ✓--Developed a promotional plan within my designated region of 17 counties for the previously mentioned investment option
 - Part of a team that helped the program reach over \$1 billion in investments prior to the one-year mark
 - Approaching the one-year mark of the program nearly one-third of the invested funds came from my region (around 30%); if divided equally, each rep would be responsible for around 10%
 - Approaching the one-year mark of the program nearly one-third of the opened accounts came from my region (around 30%); if divided equally, each rep would be responsible for around 10%
- ✓--Collaborated with Communications Dept and Economic Development Dept in proactively promoting programs
- ✓--Networked as a representative of the office at various functions both before office hours and after office hours
- ✓--Presented and promoted various economic development, financial literacy, community education, & public investment programs offered by our office
 - Assisted with the increase in the number of participants of an annually-offered economic development program
- ✓--Presented proclamations in various public settings
- ✓--Submitted bi-weekly expense reports and weekly reports on time; many expenses were not requested for reimbursement

Ohio Republican Party - Deputy Director of Field Operations, Regional Representative, Opposition Research (2009-2011, 2007-2009, 2006)

- ✓--Built and maintained relationships with volunteers, candidates, party leaders
- ✓--Managed advertisement campaigns (radio & mail) for local candidates across Ohio
- ✓--Managed and assisted with local candidate recruitment and retention in all 88 counties

- 89% recruitment and retention rate for local candidates statewide
- ✓Met with potential candidates to review campaign plans, and discuss the specifics of the upcoming race
- 73% win percentage for local candidates statewide (non-judicial)
- 2010 was the most successful election year in the history of the Ohio Republican Party
- ✓Collaborated with Communications in proactively promoting stances on issues and promoting candidates
- ✓Identified opportunities to advance the goals of the party
- ✓Assisted with outreach to various coalition, minority, & ethnic groups
- ✓Assessed and reassessed strategy to ensure success in the field of 88 counties

Ohio Auditor of State - Public Affairs Assistant (2007)

Legislative Office of Education Oversight – Administrative Assistant (2004)

Ohio Senate – Constituent Affairs/Page (2001-2003)

Experiences:

- Republican National Convention (2008, 2016)
- National Conference of State Legislatures Legislative Summit (2004, 2005, 2015)
- Chamber of Commerce events; attended and networked (annual meetings, dinners, breakfasts)
- Proclamation presentations in various public settings

Education:

- Working towards earning MA in **Integrated Marketing Communication**
- Graduate Certificate in **Marketing Strategy** from *Cornell University*
- Executive Certificate in **Business Administration** from the *University of Notre Dame*
- BA in **Political Science** from *Ohio Northern University*

Strengths:

- Adapts well to changing circumstances
- Clearly conveys features or benefits of products and/or services
- Commitment to accuracy
- Innovative
- Learns from failures
- Motivates team members
- Positive attitude
- Recovers quickly from setbacks
- Strong work ethic

Professional Skills:

➤Communication Skills

- Active listener
- Confident with the knowledge and skills to back it up
- Empathetic with clients and coworkers
- Open-minded
- Respectful

➤Soft Skills

- Creative thinker
- Problem solver
- Team player

➤Leadership Skills

- ✓••**Asks clarifying questions** in a respectful manner
- ✓••**Builds self-esteem** through employee recognition
- ✓••**Understands client needs** - clearly articulates what we can do for them
- ✓••**Develops a positive atmosphere** in the office
- ✓••**Extra hours** – willing to put in extra hours to succeed
- ✓••**Inspires others** to go the extra mile for the organization
- ✓••**Trustworthy**

Katharine Cornell Gorka

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OBJECTIVE: To serve the national security interests of the United States by helping to defeat ISIS and other Islamist threat groups, through counter-terrorism or counter-messaging efforts.

RELEVANT ACHIEVEMENTS:

- Wrote *The Enemy Threat Doctrine of Global Jihad* for the Office of Under Secretary of Defense for Intelligence (OUSD/I) (2016).
- Co-directed two-year project on the future of irregular warfare for US Army Special Operations Command (USASOC) (2013-14).
- Co-directed project for the Marine Corps Information Operations Center (MCIOC) to assist in redrafting their operating concept for Information Operations (2015).
- Project Director and editor for conference and book entitled *Fighting the Ideological War: Winning Strategies from Communism to Islamism* (2011).
- Directed project *Amplifying Muslim Voices for Reason and Reform*, bringing together reformist Muslim voices from across the Middle East (2012).
- Provided extensive education and training for the FBI, TSA, National Guard, State and Local law enforcement and military on the Islamist threat and domestic terrorism (2009 – present).

CURRENT EMPLOYMENT

President and Co-Founder, Threat Knowledge Group (McLean, VA)

Co-founder and president of company that provides training, research, and policy support on key national security issues to FBI, US Army Special Forces, Marine Corps, and law enforcement, with a focus on terrorism, future threats, and irregular warfare. Executed project for the Office of the Secretary of Defense assessing current and future threats to the United States and how to best prepare and equip Special Operations for those threats. March 2012 – present.

President, Council on Global Security

President and co-founder of non-profit association that provides analysis, public education and advocacy on Islamist threats in the Middle East and Africa and development and advocacy of policies to protect religious and ethnic minority populations. July 2014 – present.

PREVIOUS EMPLOYMENT

Executive Director, Westminster Institute (McLean, VA)

Founding director of think-tank focusing on national security and threats from radical ideologies and terrorism, with responsibility for all meetings, publications, and seminars of the Institute, as well as fundraising, financial and personnel management, media relations, and working with Congress, DOD, DOJ, State Department, law enforcement and NGOs. March 2009 – April 2014

Director, Institute for Transitional Democracy and International Security (ITDIS) (Budapest, Hungary) Co-founded and directed nongovernmental think-tank dealing with economic and security issues. Directed seminars, conferences, research and publications on key issues of national and regional security, European and U.S. defense issues, democratic transition and economic reform. January 2003 - June 2008

Director, Central and Eastern Europe, National Forum Foundation (Budapest, Hungary) Directed the Regional Networking Component of the Democracy Network program, a \$1,000,000 USAID-funded project to help regenerate civil society and rebuild independent policy expertise in the 11 countries of the Balkans, Central and Eastern Europe (CEE), and the Baltics. May 1995 - December 1996

Senior Fellow for Central and Eastern Europe, World Policy Institute (New York, NY) Directed the Institute's project on civil society development in CEE, funded by Pew Trusts, to identify and cultivate young policy experts in the areas of economic reform, security, and ethnic conflict. March 1992 - May 1995

Consultancies

Consultant, *Social Safety Nets in East and Central Europe*, **Ford Foundation and Project Liberty**, 1991

Consultant, *Women in Leadership in East and Central Europe: Politics and Business*, Project Liberty, **John F. Kennedy School of Government**, Harvard University 1992-93

Consultant, **United Nations Development Program (UNDP)**, Division for Europe and the Commonwealth of Independent States, Aug-Oct 1993, and **United Nations Capital Development Fund (UNCDF)**, Division of Policy, Planning and Evaluation, 1995

Education

Oxford Brookes University, Doctoral Program in the Social Sciences. Dissertation: **"Rethinking U.S. Information Operations for the 21st Century: The Case of IO in the War Against Al Qaeda and ISIS"** (Expected completion 2019)

London School of Economics, M.Sc.(Econ.) in Politics of the World Economy, Received with Distinction, 1987

London School of Economics, Diploma in the Political Economy of Transition, Received with Distinction, 1986

University of North Carolina at Chapel Hill, B.A. in Comparative Literature,

Received with Highest Honors, 1978-82

Publications and Presentations (Highlights)

“Women and Jihad”, The Cipher Brief, April 16, 2016

“Protecting the Homeland”, The Cipher Brief, January 6, 2016

ISIS: The Threat to the United States, Threat Knowledge Group, November 2015

The Flawed Science Behind America’s Counter-Terrorism Policy, Council on Global Security White Paper, October 2014

Egypt Strikes Jihadis After Decapitation Video Breitbart News, September 1, 2014

Jordan's Attitude to Muslim Brotherhood Hardens Breitbart News, July 12, 2014

“The Political Warfare Campaign Against U.S. Counter-Terrorism Experts,” Westminster Institute, October 2012

Co-Editor, *Fighting the Ideological War: Winning Strategies from Communism to Islamism* (McLean, VA: Isaac Publishing, May 2012)

“Congress Pushes back on White House Counter-Terrorism Review,” Westminster Institute, December 20, 2011

“White House Review Threatens Counter-Terrorism Operations,” Westminster Institute, November 22, 2011

“Is the United States Moving Towards Engagement in the Ideological War?” Westminster Institute, July 20, 2011

Drowning the Tiger: The Failure of Hungarian Economic Reform 1989 – 2009, Centre for Research into Post-Communist Economies, November 2010

“Bush’s New Deal,” in *Economic Affairs*, Institute for Economic Affairs, UK Spring 2009

Hungary chapter published in *The State of the Union: The Progress of Market-Oriented Reform in the EU*, The Stockholm Network, UK, 2008

“On the Anniversary of 1956,” The Heritage Foundation Inside Online, Oct 24, 2006

“Violence and Protest in Hungary” a series of three articles on the violence that erupted in Hungary in the fall of 2006, *Institute for Transitional Democracy and International Security*, Budapest, September/October 2006, reprinted throughout Western and Eastern

Europe in various languages by NGOs and numerous media outlets. Led to being quoted in The Economist, UK

“Government for the Government” *Demokrata* (in Hungarian), July 2006

“We Are a Democracy, But Are We Free?” *Demokrata* (in Hungarian), June 2006

“Fighting a Moral War for Freedom,” with Sebestyen L. v. Gorka, *Human Events*, January 18, 2006

“U.S. Support for Nongovernmental Organizations,” in *Fortifying the Foundations: U.S. Support for Developing and Strengthening Democracy in East Central Europe*, Institute for International Education, 1996

“Democracy and Security: The United States in Eastern Europe,” *World Policy Journal*, Spring 1995

Other Activities

Founder and Director, Mihai Eminescu Fellowship Program, Bucharest, Romania, Summer 1992, 1993

Parish Council Chair, Szent Antal’s English-Language Catholic Parish, Budapest, Hungary (2002-2007)

Pro-Life Coordinator, St. John the Beloved, McLean, VA (2009-2014), and member, Pastoral Council

Author, *Cornell Iron Works: The History of an Enduring Family Business* (January 2013)

Media

Katharine Gorka appears frequently in the national media, including Fox News, Fox Business, Breitbart News, Al Hurra Television, EWTN, and the John Batchelor Show.

Family

Married to Dr. Sebastian L. Gorka (Marine Corps University), (b)(6)

(b)(6)

Gene P. Hamilton

EDUCATION

WASHINGTON AND LEE UNIVERSITY SCHOOL OF LAW, Lexington, Virginia

Juris Doctor, May 2010

- Academics: Magna Cum Laude, Order of the Coif, 3.714 GPA (Top 10%)
- Activities: President of the Federalist Society; Omicron Delta Kappa National Leadership Honor Society; Mock Trial Semi-Final

EXPERIENCE

U.S. SENATE, COMMITTEE ON THE JUDICIARY, SUBCOMMITTEE ON IMMIGRATION AND THE NATIONAL INTEREST, CHAIRMAN JEFF SESSIONS

General Counsel, Washington, District of Columbia – February 2015 to Present

- Advise the Chairman on multiple issues, including immigration, homeland security, and other topics within the jurisdiction of the Judiciary Committee. Responsible for managing the Subcommittee's legislative portfolio and oversight activities; planning and conducting Subcommittee hearings; managing Subcommittee inquiries and interacting with various entities within the U.S. government and the private sector; drafting legislation; analyzing proposed legislation; advising the Chairman on vote recommendations; and, assisting the Chairman with other related matters.

U.S. DEPARTMENT OF HOMELAND SECURITY, U.S. IMMIGRATION AND CUSTOMS ENFORCEMENT, OFFICE OF THE CHIEF COUNSEL

Assistant Chief Counsel, Atlanta, Georgia – May 2012 to February 2015

- Represented U.S. Immigration and Customs Enforcement in litigation before the U.S. Immigration Court in Atlanta, Georgia, and before the Board of Immigration Appeals—handling hundreds of cases on the merits and many more in preliminary proceedings. Served as a designated national security attorney for the office. Other collateral duties included worksite enforcement litigation and denaturalization. Position involved extensive research, writing, oral advocacy, pretrial motions practice, appellate advocacy, and providing legal counsel to ICE officers and agents.

U.S. DEPARTMENT OF HOMELAND SECURITY, OFFICE OF THE GENERAL COUNSEL, SECRETARY'S HONORS PROGRAM FOR ATTORNEYS

Attorney Advisor, Washington, District of Columbia – September 2010 to May 2012

- Selected as one of eight attorneys to participate in the Secretary's Honors Program for Attorneys. Provided legal guidance, performed legal research, drafted legal memoranda and opinions across a broad spectrum of topics. Specific rotations and assignments during the Program included:
 - Transportation Security Administration, Office of the Chief Counsel, Enforcement Division – Assisted with the management of the Security Threat Assessment Operations portfolio. Reviewed proposed actions against various credential holders for legal sufficiency; provided legal guidance on policy implementation proposals; engaged in administrative litigation.
 - Office of the General Counsel, Intelligence Law Division – Provided legal guidance to the Office of Intelligence and Analysis; reviewed intelligence products to ensure compliance with applicable legal authorities; assisted in the management of Government Accountability Office investigations; assisted in the review of delegations of statutory authority.
 - Office of the General Counsel, Operations and Enforcement Law Division – Advised the Department's Office of Policy regarding its participation on the Committee on Foreign Investment in the United States; provided legal guidance on the Department's statutory authorities related to information sharing and emergency response activities.
 - U.S. Customs and Border Protection, Office of the Chief Counsel, Trade and Finance Division, Enforcement Division – Provided legal guidance to ensure enforcement activities complied with applicable law; advised on a variety of procurement issues; advised on the disposition of property; analyzed international agreements and Presidential Permits; drafted opinions on statutory authorities related to U.S. territories.
 - U.S. Customs and Border Protection, Office of the Chief Counsel, Ethics, Labor, and Employment Division – Provided legal guidance related to ethics, labor, and employment issues; including advice related to the conduct of polygraph examinations, Garrity statements, restrictions on surreptitious recordings, and the scope of the marital and testimonial privileges.

PROFESSOR SUSAN FRANCK, WASHINGTON AND LEE UNIVERSITY SCHOOL OF LAW

Research Assistant, Lexington, Virginia – Summer 2009 through Spring 2010

- Performed research work, including analysis of international investment and trade law, and coding of empirical data related to disputes arising under bilateral and multilateral investment treaties.

U.S. DEPARTMENT OF THE AIR FORCE, OFFICE OF THE GENERAL COUNSEL

Law Clerk, Arlington, Virginia – Summer 2009

- Researched and wrote memoranda on various matters, including: acquisition law; fiscal law; ethics; environmental law; international law; labor and employment law; and, military personnel law.

CAPTAIN GLENN SULMASY, PROFESSOR OF LAW, UNITED STATES COAST GUARD ACADEMY

Research Assistant, Worked Remotely – Summer through Fall 2008

- Assisted with legal research, writing, and editing focused on the creation of a National Security Court System and the detention of enemy combatants.

**U.S. DEPARTMENT OF HOMELAND SECURITY, U.S. IMMIGRATION AND CUSTOMS
ENFORCEMENT, OFFICE OF THE CHIEF COUNSEL**

Legal Intern, Miami, Florida – Summer 2008

- Performed legal research and drafted memoranda at the Krome Detention Center in Miami, Florida. Performed general second chair duties and assisted in trial preparation.

RUPPERT LANDSCAPE COMPANY

Business Development Manager, Lilburn, Georgia – May 2005 to August 2007

- Developed and implemented the sales plan for a large commercial landscape company's Atlanta Landscape Management branch. Performed administrative duties and assisted crews as needed.

PUBLICATION

- U.N. Conference on Trade & Dev. [UNCTAD], Investor-State Disputes: Prevention and Alternatives to Arbitration II, Mar. 29, 2010, Alternative Dispute Resolution (ADR) – Definitions, Types and Feasibility, Lexington, Virginia, UNCTAD Doc. UNCTAD/WEB/DIAE/IA/2010/8 (2011).

BAR MEMBERSHIP

- Member, Virginia State Bar

OTHER

(b)(6);(b)(7)(C)

HAROLD V. HANSON

(b)(6)

**Elaine Duke and Associates
Consultant**

July 2013 to Present

I provide acquisition, policy and pricing advice to several large Department of Defense contractors.

**The Columbia Group
Senior Advisor/VP Quality Assurance**

**February 2006 to Present
(Part-time)**

As Senior Advisor to the president, I was involved in a number of significant corporate initiatives that include strategic planning, merger and acquisition issues, corporate governance and the implementation of a comprehensive corporate quality assurance program. I was responsible for day-to-day quality assurance and customer service at The Columbia Group and participated in periodic "red team" reviews and assisted or took the lead in proposal preparation for selected programs. In addition to these management responsibilities, I provided business and acquisition advice to various clients including acquisition and program management services to the United States Coast Guard on three major acquisition programs including acquisition and contracting advice and assistance on the National Security Cutter and Maritime Patrol Aircraft programs under the Deepwater Program. I also participated in a Program Manager's Assistance Group (PMAG) on the Presidential Helicopter Program for the Naval Air Systems Command.

**Naval Sea Systems Command
Executive Director for Contracts**

June 2000 to January 2006

I was the Executive Director for Contracts (top level Navy SES position), Naval Sea Systems Command (NAVSEA)—a Fortune 100 size organization in terms of budget and personnel. My position was equivalent to a typical senior vice president with responsibility for headquarters and 27 field activities (profit centers) with a procurement budget more than \$17 Billion annually. I personally approved transactions in excess of \$100 million and routinely interacted with political appointees and members of Congress. In addition to the approval of high-dollar value business transactions and the development of the acquisition strategy for major Department of Defense weapons programs, I was responsible for many special projects with significant financial implications to the Government and industry.

- I negotiated a number of agreements with a variety of banks that prevented foreclosure and subsequent bankruptcies of several Navy contractors.

- I negotiated an arrangement between General Dynamics and Northrop Grumman that involved the realignment of approximately \$5 Billion in workload between the two companies. This arrangement resulted in significant savings to the Navy and a stable, level workload for two major shipbuilders.
- On three separate occasions, I negotiated commercial assignments of multi-million dollar shipbuilding contracts when the shipbuilders experienced financial difficulties. These assignments allowed the ships to be completed without the involvement of the bankruptcy court.
- I led the Navy/Marine Corps contracts and legal team in the negotiation and award of the Navy/Marine Corps Intranet contract. At the time, this was the largest Information Technology contract awarded by the US Government.

Education

Pennsylvania State University	1973	BS/Education
Central Michigan University	1985	MSA/Business

Awards

Department of the Navy Meritorious Civilian Service Medal
 Department of the Navy Superior Civilian Service Medal
 Department of the Navy Distinguished Civilian Service Medal
 Senior Executive Service Presidential Rank Award 2004

Other Information

Retired member of the Senior Executive Service (SES)

(b)(6);(b)(7)(C)

Honorable Discharge, US Army with service in Vietnam
 Graduate of the 82nd Airborne Division NCO Academy
 Member of the Board of Directors, Vista Technology Services, Inc.
 Member of the Board of Advisors, Tridentis Inc

William Matthew Hayden

(b)(6)

Summary

- Management professional with 16 years of Information Systems specialized oversight/project management/policy/government contracting experience.
- Develops project specific and organization wide budgets/Responsible for fiscal reporting within and outside of the federal grant/contracting application and reporting practices.
- Contractor that actively provides data collection guidance and support to Department of Education, Social Security Administration and Health and Human Services; with additional relationships with Department of Labor, Department of Justice and FEMA.
- Excellent communication skills, including ability to provide detailed breakdowns of technical matters for non-technical audiences.
- Professional work ethic with a focus on successful project management on time and within budget. Proficient with business software systems/tools.

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

and supported via policy and practice successful onsite physical security audits by SSA.

Skills

- Experienced with policy development regarding security of documents and legal client management/business operations processes including encryption practices, remote access and SaaS/cloud based resources.
- Operates and serves as staff lead for advisory committee for federally funded grantees regarding software development for case management systems.
- Direct reporting supervisor of employees with varying job roles and projects; performs other HR specific duties for management team.
- Application development management experience for both desktop and mobile systems.
- Primary provider for support and documentation materials for web based systems and in house developed data collection policies.
- Technology industry reference for all existing and pre-release/in development products such as those showcased via the annual Consumer Electronics Show.
- Working knowledge of digital media access and uses via multiple platforms including workstations, prosumer/consumer devices as well as presentation and convention industry devices and services, with a focus on assistive technology.

Career History & Accomplishments

Deputy Executive Director for Operations/Technology, National Disability Rights Network, 2003-present

- Member of management team with budget and fiscal reporting roles and direct supervision of staff with diverse job duties.
- Contractor providing federal agencies with data collection and monitoring, standards development and support, on-site conference and meeting support via regular in-person meetings.
- Report to the NDRN Board of Directors via quarterly meetings on the organization activities and prepare board report materials.
- Responsible for the security, development and administration of the web based systems hosted by NDRN as a contractor for Health and Human Services and Social Security Administration.

- Oversight of budgeting and full project management of all web-based applications; development of training materials and facilitating in-person training on the applications that are being managed; supervising member of the project advisory committees; management of the NDRN administration/operations team, website team, and IT support team.
- Additional responsibilities include providing support for usability of digital media with assistive technology devices and services, providing federal agencies with data collection and monitoring, standards development and support, on-site conference and meeting support.

Chief Technology Officer, *YeHive.com*, 2012-2014

- Principal in technology startup mobile device/web-based application for live in-person and virtual event social engagement and participation.
- Responsibilities included project management of development via offsite software contractors, Amazon EC2 hosting, product testing/support and participating with investor and principal group meetings.

Support Specialist, *Alabama School of Law*, 2000-2003

- Served as AV/IT support regarding audio/video and network status and PC/MAC support for Dean /other faculty/student users.
- Experienced with classroom based equipment and needs.
- Responsibilities included networking from wiring to router/firewall configurations; network administration; end user support of 400+ PCs and 15 classrooms including life cycle planning and procurement.

Education

Computer Science Programming and Business

Applications University of Alabama, Tuscaloosa, AL, 1995-2000

BRADLEY F. HAYES

(b)(6)

EXPERIENCE

U.S. Chamber of Commerce, Washington, DC; (May 2011 – present)

Executive Director, Congressional and Public Affairs

- Manage cybersecurity, technology, intellectual property, privacy, telecom, and e-commerce portfolios.
- Coordinate with Congress, the Administration, and federal agencies to push legislative, regulatory, and business priorities for member companies.
- Establish and coordinate with external coalition working groups to analyze legislative proposals.
- Develop and lead strategic Congressional and Executive branch engagement plans.
- Provide legal analysis of proposed legislation and prepare testimony and questions for Congressional hearings.
- Monitor legislation, federal rulemaking, and regulatory developments to determine risk impact.

U.S. Senate Committee on the Judiciary, Washington, DC; (May 2009 – January 2011)

Republican Deputy Chief Counsel for Ranking Member Jeff Sessions

- Developed policy and managed legislation for the national security, oversight, intellectual property, privacy, technology, and immigration portfolios.
- Provided legal and strategic policy advice to Committee Members on potential legislation and Senate procedure.
- Analyzed implications, risks, and mitigation options of legislation and policy proposals.
- Drove strategy sessions with other Congressional Committees of jurisdiction.
- Drafted legislation and official committee documents related to proposed legislation, policy, and legal matters before the Committee.
- Managed Subcommittee on Administrative Oversight and the Courts.

U.S. Senate, Committee on the Judiciary, Subcommittee on Administrative Oversight and the Courts, Washington, DC; (August 2005 – May 2011)

Republican Deputy Chief Counsel, Senior Counsel, Counsel for Senator Jeff Sessions

- Developed political strategies and provided legal counsel on matters relating to oversight, national security, immigration, intellectual property, technology, and the Constitution.
- Coordinated and drove negotiations with Committee staff and Senate leadership on proposed legislation including the USA PATRIOT Act, the Foreign Intelligence Surveillance Act, the Free Flow of Information Act, the Military Commissions Act of 2006, and the America Invents Act.
- Oversaw research, legal analysis, legislative planning, and strategic engagement with Congressional staff, and the Administration.
- Prepared legal memorandum focuses on Constitutional issues for U.S. Supreme Court, federal circuit, and district court nomination hearings.
- Conducted strategic and substantive preparation for subcommittee and full committee hearings and executive business meetings.
- Drafted official Committee memoranda and floor speeches on legislative and policy issues under Judiciary Committee jurisdiction.

PRE-LAW SCHOOL EXPERIENCE

Cox Communications, Birmingham, AL; (August 2001 – February 2002)

Account Executive

- Acquired and grew new sources of advertising revenue.
- Developed radio advertising schedules and promotional ideas for clients.
- Managed accounts for existing clients.
- Coordinated promotions and creation of advertisement copy.

Five Points South Music Hall, Inc., Birmingham, AL; (February 2000 – August 2001)

General Manager

- Administered all marketing, management, financial and human resource functions.
- Managed a staff of 40-50 employees.
- Implemented marketing and promotional strategies for increased business.
- Placed media buys, wrote copy.
- Contract negotiation, and post-event settlement for all events held at venue.

New Era Promotions, Birmingham, AL; (February 1998 – August 2001)

Promotions & Production Manager

- Directed promotions for events throughout the state of Alabama.
- Coordinated production of events for companies and other organizations.
- Managed production for concerts and festivals.
- Contract, tax, and payment work for shows and festivals.

EDUCATION

The University of Alabama School of Law, Tuscaloosa, AL; Juris Doctor, May 2005; *Admitted to Alabama State Bar in 2005*

- Dean's Scholar; Yetta G. Samford III Memorial Scholarship.
- **Managing Editor & Junior Editor**, Journal of the Legal Profession; Campbell Moot Court Board; National Criminal Moot Court Team.

Birmingham-Southern College, Birmingham, AL; B.S., May 1999; *Cum Laude*.

- Major: Business Administration with concentrations in Management and Marketing;
- Distinction in Leadership Studies.

ERIC B HEIGHBERGER

(b)(6)

Senior executive with more than 20 years of professional experience in government relations, homeland security, and international development. (b)(6);(b)(7)(C)

PROFESSIONAL EXPERIENCE

U.S. House of Representatives Committee on Homeland Security

2013 - Present

Deputy Staff Director

- Developed Committee on Homeland Security (CHS) core values, mission statement, and legislative and oversight work plan for the 114th Congress.
- Oversaw work plans to pass almost 90 bills through Committee and more than 80 on the Floor of the House in the 114th Congress – an increase of more than three times compared to the 113th Congress and the most productive legislative Congress in the history of the Committee.
- Worked with Subcommittee Staff Directors to develop strategic and operational work plans for each of the CHS subcommittees (cyber, border, emergency management, counterterrorism, transportation security and oversight).
- Manage CHS operations, staff, budget, and policy initiatives, with 50 staff and budget of \$4 million annually.
- Developed human capital system to help attract, retain, and develop talent for the Committee.
- Planned and executed multiple field hearings (including the first ever Congressional hearing at the 9/11 Memorial in NYC and Congressional Delegation to Egypt, Bahrain, Tunisia and the UK).

Subcommittee Staff Director, Emergency Preparedness, Response, and Communications

- Developed strategy and work plan for the Emergency Preparedness, Response and Communications Subcommittee.
- Managed staff in the execution of subcommittee strategy and work plan.
- Conceptualized, organized and held a series of hearings in the 113th Congress on topics such as homeland security grants efficiency, national preparedness, mass casualty response, and the use of social media and new technology in emergency management.
- Organized briefings, sight visits, and oversight activities for Members of Congress.
- Conducted oversight activities for a wide range of homeland security area such as the Federal Emergency Management Agency, the Department of Homeland Security Office of Health Affairs, and Office of Emergency Communications.

U.S. Senate Committee on Homeland Security and Governmental Affairs (HSGAC)

Professional Staff Member

2011 - 2012

- Drafted and negotiated key provisions of the Department of Homeland Security Authorization Act of 2011 (S.1546) including sections related to FEMA operations, workforce, and DHS grants. Measure was marked up and passed by Committee. First reauthorization bill since the creation of the Department.
- Wrote decision memos, talking points, vote memos, and speeches for Ranking Member, Senator Susan Collins, on issues ranging from interagency cooperation to grants to emergency first responders.
- Drafted bill (S.2319) and built coalition of support for legislation to strengthen the nationwide emergency alert system – a program housed in FEMA with a \$15 million annual budget.

- Worked with Committee staff to develop concept, legislative language, and coalition of support for S. 1268 “the Interagency Personnel Rotation bill,” which would facilitate interagency collaboration across the Executive Branch. Measure passed HSGAC on voice vote. Successfully negotiated to have measure offered as amendment to the 2012 National Defense Authorization Bill.
- Negotiated provisions in the FY 12 Homeland Security Appropriations bill related to FEMA improper payments, Small Business Administration loans and first responder grants. Bill was signed into law.
- Drafted and worked to introduce bill (S.1911) to improve tax treatment of volunteer first responders.

PricewaterhouseCoopers (PwC)

Manager

2009 – 2011

- Managed more than 25 consultants and project budgets on multiple consulting engagements such as: identification of improper payments at federal agencies, review of disaster assistance programs and drafting of catastrophic disaster plans.
- Co-authored and implemented account team strategy document which identified a vision, mission, and strategic goals for account team.
- Investigated more than \$530 million in payments made to individuals after Hurricane Ike looking for improper payments. Identified more than \$15 million in potential improper payments to be recouped by FEMA.
- Managed staff on project to evaluate the Disaster Case Management Pilot Program implemented and administered by FEMA and HHS after Hurricanes Gustav and Ike in Louisiana.
- Managed multiple proposal efforts and authored proposal sections including \$8 million proposal won by PwC to deliver services to the FEMA CFO and \$1 million for human capital services.

The White House

Director, Response Policy, Homeland Security Council

2008 – 2009

- Managed White House response to more than 50 Presidentially-declared disasters including Hurricane Gustav, Hurricane Ike, 2008 California Wild Fires, and 2008 Midwest flooding.
- Worked with multiple federal agencies as part of the Domestic Readiness Group to develop Homeland Security policies such as the update of the National Incident Management System (NIMS) and National Response Framework (NRF) Incident Annexes including: Mass Evacuation, Catastrophic, Biological and Nuclear/Radiological.
- Drafted action and informational memos and coordinated disaster trips for President George W. Bush related to Midwest flooding, Hurricanes Gustav and Ike and 2008 California Wildfires.
- Coordinated multiple offices within the Executive Office of the President to reach consensus on Presidential disaster declaration requests.

Federal Emergency Management Agency (FEMA)

2006 – 2008

Advisor to the Administrator and Deputy Administrator

- Managed six staff in the preparation and review for FEMA’s response to over 100 gubernatorial requests to the President for major disaster declarations. Declarations resulted in the release of federal assistance and financial aid to disaster sites.
- Advised FEMA Administrator and Deputy Administrator on decisions related to major disasters such as Greensburg, Kansas tornado, Southern California Wildfires, and preparations for Hurricane Dean.
- Advised Administrator and Deputy Administrator on policy issues related to the Agency, including long-term strategy, crisis communications, and day-to-day office operations.
- Participated in the development and distribution of several FEMA policies including the "Pre-Disaster Emergency Declaration Policy" and the FEMA "Snow Policy," which established FEMA policy for

releasing federal assistance before a potential disaster and criteria for releasing federal money after a snow storm.

Deputy Director, Office of Legislative Affairs (OLA)

- Developed strategic vision and outreach strategy for the office.
- Managed day-to-day operations of 16 person staff and 90 person cadre, including staffing, development of legislative proposals, correspondence and \$350,000 budget.
- Conducted staff evaluations for staff several times per year.
- Communicated regularly with elected and other government and public officials regarding FEMA policies, decisions and activities.
- Interpreted and analyzed proposed and enacted homeland security and national security-related legislation, including the Post-Katrina Emergency Management Reform Act (PKEMRA), and its effect on FEMA's mission and goals.

IBM Business Consulting Services

Senior Managing Consultant

2001 – 2006

Relevant projects included (but not limited to):

- **FEMA, Fire Management Assistance Grant Program (FMAGP)**
Managed a review of the equipment rates used by FEMA applicants receiving funding. Uncovered multiple cases of potential overpayments – documented in report to FEMA at conclusion of project.
- **FEMA, Florida Hurricane Relief**
Led team of twelve Project Officers following Hurricanes Charley, Frances, Ivan and Jeanne in the State of Florida. Worked with State of Florida to recover following multiple hurricanes.
- **FEMA, World Trade Center Disaster**
Presented the FEMA Public Assistance program to New York City (NYC) agencies following September 11th, to deliver \$8.8 billion in recovery funding. Prepared grants for the Office of Emergency Management, Office of the Chief Medical Examiner, and Office of the Mayor.

International Republican Institute

Resident Program Director, Albania/Serbia/Macedonia

1998-1999

Directed operations, managed local staff, and oversaw \$500,000 budget and programs in three overseas offices. Developed yearly work plans to achieve program objectives. Led up to six person teams on international election observations in Czech Republic, Slovak Republic, Macedonia and Nigeria.

Office of Congressman Rick Lazio

Senior Legislative Assistant

1994-1998

Advised Member of Congress on Budget Policy, Foreign Affairs, and Health Care issues.

Office of Congressman Rob Portman

Staff Assistant

1993-1994

Drafted memos to Member of Congress regarding multiple policy issues such as health care and the federal budget. Represented Member of Congress to various constituent and lobbying groups.

EDUCATION

Columbia Business School, MBA	New York, New York	2001
Syracuse University, BA	Syracuse, New York	1993
Cum Laude, International Relations Major, Management Minor		

ADDITIONAL

Speaker, National Emergency Management Conference 2016

Guest Speaker FEMA Senior Leadership Development Program 2015, 2016

Participant – Stanford University/Hoover Institute Cyber Boot Camp - 2015

Contributor, *Mission-Driven Mobility, Strengthening Our Government through a Mobile Leadership Corps*, Partnership for Public Service and McKinsey & Company, February 2012

Recipient, *Secretary Chertoff "Service Before Self" Award*, 2008

Author, *The Real Life Investing Guide*, McGraw-Hill, 1998

Jonathan Rath Hoffman

(b)(6)

Government Affairs | Public Policy | Communications

15+ years of advocacy in policy, law, campaigns, government and business. Government relations lead for entity with 200K employees & \$60 billion budget. White House Border Security policy director with experience at Departments of Homeland Security, State and Defense. Start-up co-founder.

Government Experience

U.S. Department of Homeland Security, Office of the Secretary Washington, D.C.
-Deputy Assistant Secretary, Intergovernmental Programs February 2008 - January 2009

Managed day-to-day efforts of the government relations office for a federal department with **200,000+ employees, \$60B+ annual budget, and stakeholders in each city and state nationwide.**

- Supported and advised the Secretary in his dialogue with Governors, Homeland Security Advisors, Emergency Managers, Mayors, county officials and tribal leaders on all DHS related issues, including **cyber security, grants, intelligence sharing, disaster response and recovery**, border security, immigration enforcement, REAL ID, fusion centers, and the Western Hemisphere Travel Initiative
- **Represented DHS at conferences and meetings** with elected officials throughout the country to promote programs and coordinate stakeholder input
- Acted as the **Secretary's representative** to local officials during natural disasters and crises
- Led DHS participation in the interagency **White House Border Facilitation Working Group**

The White House, Homeland Security Council Washington, D.C.
-Director, International Programs and Border Security Policy January 2007 - February 2008

Served as the **President's subject matter expert** on border security with responsibility for the development and implementation of a **comprehensive national border security policy.**

- Led **policy coordination with White House offices**; Departments of Commerce, Defense, Justice, State and Homeland Security; international, state and local partners; and trade/advocacy groups
- Part of White House team working to pass **comprehensive immigration reform** in 2006 and 2007
- Led White House implementation of **Operation Jump Start** – the deployment of 6000 National Guard troops to the Southwest Border – and efforts to fulfill **border fence construction** goals
- Founded and chaired the White House Border Facilitation Working Group tasked with implementing policy for the strategic operation, construction and expansion of our nation's Ports of Entry to **facilitate legitimate trade and travel**
- Prepared memorandums for and **advised the Assistant and Deputy Assistant to the President** for Homeland Security and Counter Terrorism on issues within my portfolio; prepared talking points and memorandums for **the President** on issues within my portfolio

U.S. Department of Homeland Security, Office of the Secretary Washington, D.C.
-Advisor to the Chief of Staff; Acting Counselor to the Secretary September 2005 - January 2007

- Assisted the Chief of Staff in addressing all major DHS policy and operational issues
- Acting Counselor to the Secretary during a period of transition with a policy portfolio of immigration and border security and covering CBP, ICE and FLETC; **drafted initial Operation Jump Start plan**
- Led the DHS Scheduling and Advance office, organizing and planning all Secretary events

U.S. Department of Homeland Security, Customs and Border Protection Washington, D.C.
-Special Assistant to the Commissioner March 2005 - September 2005

- Guided internal **strategic communications** for an agency with 40K+ employees and \$10B budget
- Participated in the development of the **Secure Border Initiative**; drafted the initial multi-agency working group report outlining administration's border security and immigration enforcement
- Organized Commissioner's stakeholder interaction during public meetings, briefings and speeches

U.S. Department of State, 2004 G8 Summit Planning Org. Washington, D.C. - Sea Island, GA
-Associate General Counsel and Special Projects Manager for Events October 2003 - July 2004

- Developed initial regulatory compliance strategy and legal issues for startup agency
- Planned and coordinated plenary meetings, bi-lateral discussions, and working dinner sessions

The White House, Office of Presidential Advance Washington, D.C.
-Volunteer Advance Staff and Site Lead February 2002 - January 2009

- Supported the President as a Lead for domestic official and political visits, including message events, fundraisers and campaign rallies; Deputy Lead for international presidential state visits
- Supported the 2002 midterm and the 2004 reelection campaigns as full-time staff advance

Military Experience

United States Air Force Reserve, Major, Assistant Staff Judge Advocate 2010 - Present

- **Military prosecutor and civil law attorney** - focus on contracting, government ethics, enforcing the UCMJ and providing legal assistance to members, retirees and their families
- Recognized as the 2014 top Reserve JAG in the Air Mobility Command (100k+ personnel)

Non-Government and Campaign Experience

Summit Strategies, LLC Charleston, SC | Washington, D.C.
-Principal February 2009 - Present

Develop and implement campaign, communication, government relations and public engagement strategies at the national, state and local levels for non-profit, political and corporate clients.

- Help clients develop, promote and adopt wide-ranging **public policy** positions
- Advise candidate and entity clients on fundraising and **campaign compliance strategies and law**
- Create high-quality public events with **tens of thousands of attendees and millions of viewers**
- State director for non-profit that held a dozen national security town halls with presidential primary candidates to **drive policy message, gain earned media attention**, and build client brand

Landslide Analytics, LLC Washington, D.C.
-Co-Founder June 2013 - present

Provide political and non-profit campaigns with **web-based data analytic targeting products**

- **Work with campaigns, candidates, political parties** and groups to develop analytic products
- Manage technical product development, marketing, and client services for growing start-up

Solitical.com Charleston, SC
-Co-founder/COO July 2011 - January 2013

Led development of a **nonpartisan social political network** for connecting voters and elected officials

- **Responsible for media outreach**, growing member base, fostering member-created content, engaging politically active groups, and developing new features and functionality

Various Other Campaign and Political Experience

Marco Rubio for President, Policy/Debate and Advance Operations September 2015- March 2016

Romney for President, Volunteer Advance Representative July - November 2012

Jon Huntsman for President, Volunteer Advance Lead July 2011 - January 2012

2005 Presidential Inaugural Committee, Dep. Director of Official Proceedings Nov 2004 - Jan 2005

Bush-Cheney '04, Presidential Advance Representative July - November 2004

RNC-Victory '02, Presidential Advance Representative August - November 2002

2001 Presidential Inaugural Committee, Volunteer Coordinator December 2000 - January 2001

Republican National Convention, Network Communications Liaison July - August 2000 and 2004

Education | Teaching Experience

University of Virginia School of Law, Charlottesville, VA; Juris Doctor, 2002

University of Richmond, Richmond, VA; Bachelor of Arts, Political Science Major, 1998

The Citadel, Charleston, SC; Adjunct Professor, Homeland Security undergrad/grad level; 2010-2013

Charleston School of Law; Adjunct Professor, Immigration and National Security Law; 2010-2013

ROMAN JANKOWSKI

(b)(6)

PROFESSIONAL EXPERIENCE

ByteCubed (Department of Defense Contractor)

10/2015 – Present

Policy Advisor

Washington, D.C.

Office of the Deputy Assistant Secretary of Defense for Manufacturing Industrial Based Policy (DASD(MIBP))

- Provided policy advice and wrote DoD issuances for Manufacturing and Industrial Base Policy relating to the Defense Production Act of 1950, the National Defense Authorization Act, Presidential Executive Orders and Presidential Memorandums.
- Drafted proposed legislation on issues pertaining to the Defense industrial base.
- Assembled responses to Congressional reports.
- Provided program management support to the DPA Title III program office on national defense program initiatives.
- Counseled the National Security Committee, senior executive leadership, subject matter experts and other Executive agencies on DPA Title III projects.

Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA) FOIA Team Lead

06/2013 – 09/2015

Washington, D.C.

- Assisted in the evaluation the entire FOIA Program. Conducted administrative FOIA processing life cycle of FOIA requests at FEMA. Conducted controlled experiments on network latencies while utilizing our electronic FOIA database. Recommending improvements, after consulting with our network administrators, which provided speeds to electronic FOIA database, thus increasing the speed to process administrative activities in our database.
- Helped the FOIA team acquire funding for operations, and support staff.
- Provided policy and program guidance for FOIA and Records program offices.
- Participated in implementing new and improved strategies for processing FOIA requests by creating a paperless process guidebook for processing the entire life cycle of the FOIA request in the electronic FOIA database.
- Co-led a yearlong Leadership Development Opportunity Office Supply Team, within the Office of Chief Administrative Officer, which provided printing solution in the new telework friendly open office environment, which FEMA has been transitioning to for the past year. Implemented a pilot printer program using only multi-functional devices, at FEMA headquarters which is projected to save FEMA \$5,000,000 over a 5 year period, while providing a greater number of printing features than offered by the previous copier program.
- Took part in a one year leadership development program for emerging leaders, which provided program participants from across the agency the opportunity to identify their personal strengths and begin building proficiency in leader competencies through in class sessions, off site field experience, and a three month rotation.

Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA) GAO/OIG Audit Program Specialist

05/2014 - 08/2014

Washington, D.C.

- 90 day rotational, provided by the Emerging Leaders Program at FEMA, at the Office of Response and Recovery, Declarations Unit.
- Managed, coordinated, addressed, and responded to requests for information from the Government Accountability Office (GAO) and Department of Homeland Security (DHS) Office of Inspector General (OIG) audits related to the Office of Response and Recovery (ORR) programs and activities. Served as the lead liaison for the ORR in direct coordination with the GAO and OIG audit teams by consulting with the FEMA Audit Liaison Office (ALO) in the Office of Policy and Program Analysis(OPPA).

United States Department of Agriculture (USDA), Rural Development (Contractor) FOIA Attorney

11/2012 – 02/2013

Washington, D.C.

- Supported 47 Rural Development state office FOIA coordinators on FOIA and Privacy Act.
- Guided FOIA coordinators through the entire lifecycle of a FOIA and Privacy Act requests.
- Coordinated information searches by working with USDA, Rural Development program offices, and Rural Development state offices within the specific time line determined by USDA FOIA Rural Development regulations.

EDUCATION

University of the District of Columbia, David A. Clarke School of Law
Juris Doctor

Graduated 2/2008
Washington, D.C.

UDC-DCSL Housing and Consumer Clinic, Student Advocate

05/2007 – 08/2007

- Represented low-income clients before the Superior Court of D.C.'s Landlord and Tenant Branch and the D.C. Office of Administrative Hearings in eviction cases, including habitability, illegal rent increases, and repairs.
- Researched and drafted complaints, interrogatories and presided over motions in court.
- Represented low income tenants in settlement negotiations.

UDC-DCSL Community Development Clinic, Student Advocate

08/2007 – 12/2007

- Represented clients on business structure, tax efficiencies, licensing requirements, and intellectual property rights while making sure the advice complies with the Commodity Exchange Act, the Securities Act of 1933, and the Securities Exchange act of 1934.
- Consulted on business development strategies, including partnership, contractor, and vendor agreements.

State University of New York at Buffalo
Bachelor of Arts, History

Graduated 05/2003
Buffalo, N.Y.

COMMUNITY LEADERSHIP

The Government of the District of Columbia

1/2011 – 1/2013

Advisory Neighborhood Commissioner for Single Member District (SMD) 3F05

Washington, D.C.

- Ran for public office for the office of Advisory Neighborhood Commissioner for Single Member District 3F05 and was elected into office by the registered voters of the District of Columbia in November 2009.
- Represented approximately 2,000 residents, and served as liaison between the community and the District Government regarding matters of public policy.
- Handled issues on traffic, parking, recreation, street improvements, liquor licenses, zoning, economic development, and police protection, and he provided written testimony to independent agencies, boards, and commissions.

PROFESSIONAL EXPERIENCE

Kelly Ayotte for Senate

Manchester,

NH

Communications Director

May – November

2016

- As part of the core campaign leadership team, served as senior communications strategist and chief spokeswoman for a top- tier, nationally targeted Senate reelection campaign during a historically challenging election cycle.
- Developed an integrated earned and social media strategy to advance the campaign's core messages, designed and executed message-driven public events, and prepared the senator for all debates, major national print and television interviews, and editorial board meetings – resulting in eight major newspaper endorsements.
- Managed complex crisis communications situations and directed an aggressive rapid response operation to defend the candidate's brand and record.

U.S.

**Ayotte
DC**

**Senator Kelly
Washington,**

2014 – 2016

Communications Director

- Directed all strategic planning and messaging, and served as primary on-the-record spokeswoman for a high-profile Senator, providing guidance on communications and policy strategy while managing a three-person press team.
- Successfully streamlined communications operation to strengthen in-state media relations and expand our digital communications capacity heading into a competitive election cycle.
- Collaborated closely with policy team to effectively highlight the Senator's legislative priorities and achievements, expanding her national profile on national security and commerce issues.
- Prepared the senator for dozens of major national interviews, including Sunday public affairs programs.
- Developed and placed opinion pieces in national and statewide publications, drafted speeches for major policy addresses and political events, and approved all written messaging products.

Press Secretary

2011-2014

- Served as spokeswoman and helped establish press office for a dynamic freshman Senator with positions on the Armed Services, Commerce, Homeland Security, Budget, and Small Business Committees.
- Planned public appearances to highlight legislative priorities, led targeted media outreach to key opinion makers and journalists, prepared the Senator for media events, pitched and booked national and local television and radio appearances, drafted written materials, established a weekly e-newsletter, and expanded the Senator's social media presence.

U.S.

**Collins
DC**

**Senator Susan
Washington,**

2009 – 2011

Deputy Press Secretary

- Spokeswoman for Maine's senior U.S. Senator with an active national security portfolio and a leadership position on the Homeland Security and Governmental Affairs Committee.

Executive Assistant to the Chief of Staff

2006 – 2009

- Supported essential office operations, including: substituting for the Executive Scheduler for a period of four months, coordinating the internship program, and editing all correspondence.

Collins for Senator

Portland, ME

Assistant to the Campaign Manager

2008

- Assisted with a variety of supportive roles on a competitive Senate campaign that resulted in the largest Republican Senate victory of the 2008 cycle. Tracked all media buys, assisted with fundraisers and financial reports, staffed campaign events, advanced travel and coordinated logistics, and planned all Election Day events.

EDUCATION

Saint Michael's College
VT

Winooski,

Bachelor of Science, Political Science & Spanish, *Magna Cum Laude*
2006 Pi Sigma Alpha honor society

May

ACTIVITIES

Presidential Transition Team, Media Sherpa, December 2016 - January 2017

Developed and executed communications strategy for President-Elect Trump's Labor Secretary nominee during the transition period and confirmation hearing process.

U.S. Senate Press Secretaries Association, President (2015), Executive Board (2011-2015)

Led a bipartisan professional organization for Senate communicators. Planned and executed a year-long lecture series, networking events, and an annual NYC conference with media executives, network anchors and producers, print journalists, and public relations professionals.

JAMIE JOHNSON

(b)(6)

- **Public Affairs and Public Policy**
- **Organizational Leadership**
- **Broadcasting and Higher Education**

PROFESSIONAL PUBLIC AFFAIRS EXPERIENCE

COALITIONS DIRECTOR

Donald Trump for President, Inc., 2016

Statewide direction of the Trump campaign's efforts to identify, recruit, publicize, and mobilize essential Republican voting blocks within the key battleground state of Iowa. Coalitions included Women for Trump, Conservative Christians for Trump, Veterans for Trump, Pro-Life for Trump, Agriculture for Trump, Gun Owners for Trump, Sportsmen for Trump, Students for Trump.

SENIOR DIRECTOR

Rick Perry for President, 2015

National senior staff position responsible for coalition-building, public relations, and public policy dissemination for former Texas governor and presidential candidate Rick Perry.

STATE CENTRAL COMMITTEEMAN

Republican Party of Iowa, 2012-2015

Served over 40 federal, state, and local political campaigns over the last three decades. Elected twice to the governing board of the Republican Party of Iowa. Served 39 counties within Iowa's largest congressional district.

COALITIONS DIRECTOR

Rick Santorum for President, 2011-2012

Identified, recruited, and mobilized thousands of conservatives for former United States Senator Rick Santorum during his 2011-2012 campaign for the presidency. The campaign won 11 states.

PROFESSIONAL ORGANIZATIONAL LEADERSHIP AND COMMUNICATIONS EXPERIENCE

EXECUTIVE VICE PRESIDENT

World-Wide Missions & Affiliates, 2005-2016

Executive oversight of non-profit Christian charities working in 32 nations; funding orphanages, schools, hospitals, and disaster relief efforts; providing nutritious food, warm clothing, and free medical care to thousands suffering the effects of famine, poverty, war, or oppression.

PRESIDENT & CEO / PUBLIC AFFAIRS TALK SHOW HOST

Faith and Freedom Network, 2002-2010

CEO: Turned around struggling radio stations through restaffing, overhauling mission, changing business model, revamping staff procedures, rebranding image, and moving offices and studios. TALK SHOW HOST: Hosted live, daily, two-hour public affairs show, interviewing newsmakers from across America, including presidential candidates, governors, senators, congressmen, and public policy experts. Formed friendships with hundreds of journalists; remains a trusted news source on conservative political trends for many national news agencies.

TALK SHOW HOST

NewsRadio 1040 WHO / iHeart Media, 2011-Present

Anchor of top weekend show, Saturday Morning Live, and regular guest host for morning and afternoon weekday talk shows on Iowa's largest and most influential radio station.

PROFESSIONAL HIGHER EDUCATION EXPERIENCE

ADJUNCT INSTRUCTOR

Iowa Central Community College, 2001-2004

Taught eight subjects within the college's Department of Social Sciences: (1) American Politics, (2)

Economics, (3) American History, (4) Western Civilization, (5) Sociology, (6) Language Arts, (7) Public Speaking, (8) Ethics.

ADJUNCT INSTRUCTOR

Des Moines Area Community College, 2001-2002

Taught two subjects within the college's Department of Social Sciences: (1) Ethics, (2) Logic.

EDUCATION

MASTER OF ARTS (M.A.) IN PUBLIC POLICY

Concentration: Political Communication

Regent University School of Government, 1997

BACHELOR OF ARTS (B.A.) IN THEOLOGY

Minor: International Studies

Bethany Global University, 1987

CERTIFIED TOASTMASTER (C.T.M.)

8-Time Award Winner: "Best Speaker"

Toastmaster's International, 1996-1997

ORDAINED MINISTER

Anglican Church in North America

MEMBERSHIPS

COUNCIL FOR NATIONAL POLICY

Board of Governors, 5 years

THE HERITAGE FOUNDATION

REPUBLICAN PARTY OF IOWA

State Central Committee, 2 terms

IOWA FAITH & FREEDOM COALITION

Board of Directors

IOWA RIGHT TO LIFE

Board of Directors

PROFESSIONAL AND PERSONAL REFERENCES

-- IOWA GOVERNOR TERRY BRANSTAD

-- U.S. SENATOR CHUCK GRASSLEY

-- U.S. SENATOR JONI ERNST

EDUCATION

THE GEORGE WASHINGTON UNIVERSITY
Bachelor of Arts, Political Science

Washington, DC

WORK EXPERIENCE

President-Elect Transition Team
Office of Legislative Affairs

Washington, DC
November 2016-Present

- Worked to ensure confirmation of the President-Elect's Cabinet nominees
- Communicated and coordinated with Senate offices and Cabinet nominees to provide an efficient and effective confirmation process

Anheuser-Busch Political Action Committee (AB PAC)
Assistant PAC Manager

Washington, DC
August–November 2016

- Organized PAC fly-ins and solicitation events for thousands of Anheuser-Busch employees
- Responsible for issuing and delivering campaign donations to candidates on the House, Senate, and Presidential level

Anheuser-Busch
Government Affairs Intern

Washington DC
August–November 2016

- Tracked legislation and reported directly to Director of Government Affairs on relevant issues
- Coordinated logistics for Presidential debates, sponsored by Anheuser-Busch

Wise Public Affairs
Summer Associate, Business Development & Congressional Relations

Washington DC
May–August 2016

- Facilitated a number of campaigns for clients, from fundraising stages to day-to-day operations. Campaigns ranged from electoral initiatives to humanitarian efforts
- Worked extensively on S.2012 - North American Energy Security and Infrastructure Act of 2016 in a number of Senate offices

One America News Network
Communications Consultant

Washington, DC
March 2016

- Coordinated and facilitated meetings and interviews with featured speakers at CPAC, such as Ben Carson and Steve Forbes
- Conducted interviews with featured speakers at CPAC, including Grover Norquist

Silver Bullet LLC
Political Operative

Washington, DC
2015-May 2016

- Director of college operations for casino initiative in Maine; used grassroots efforts to pass legislation for casino
- Director of college operations for Republican campaign during Indiana Primary
- Formed close relationships with professionals on and off Capitol Hill

Cotton & Company CPA
Litigation Intern

Alexandria, VA
2014-2015

- Provided litigation support for US Government in Supreme Court case 567 U.S. Salazar v. Ramah Navajo Chapter
- Assisted in the negotiation of an \$8 Billion claim to resolution for less than \$1 Billion
- Worked directly with Department of Justice attorneys to develop original arguments used in litigation to achieve settlement for the US Government

SKILLS/ACTIVITIES

The George Washington University

- Member of George Washington University NCAA Division I Track and Field team; 200-meter dash record holder
- Vice President, Phi Kappa Psi Fraternity

Gettysburg Area High School

- Offered admission to United States Military Academy in West Point, NY. Admission rescinded due to injury
- Student Body Vice President

JULIE MARIE KIRCHNER

(b)(6)

Career Summary

Donald J. Trump for President (August 2016 – November 2016)

Immigration Policy Advisor

- Advised candidate and campaign leadership on all aspects of U.S. and foreign immigration policy.
- Researched and analyzed immigration law and relevant statistics for the development of immigration policy, speeches, and campaign materials.
- Monitored, analyzed, and briefed campaign leadership on immigration-related events at the local, state, and federal levels.
- Worked with stakeholders in the U.S. immigration system and solicited their input for the development of immigration policy.
- Responded to press inquiries; drafted campaign statements and content for the website; assisted in the development of messaging.
- Served as a volunteer attorney for the Republican National Convention in Cleveland, responsible for shaping the Party's immigration platform.

Federation for American Immigration Reform, Washington D.C. (2005-2015)

Executive Director; Director of Government Relations; Deputy Director of Government Relations

- Directed the operations of a well-established, membership-based nonprofit organization; developed and executed strategies to further its mission; engaged in major donor outreach; supervised the organization's multi-million-dollar budget, financial reporting, and 30 staff members.
- Built and directed a first-class government relations department responsible for: nurturing relationships with Members of Congress, government officials and policy experts; tracking legislation; drafting and analyzing legislation, proposed regulations, and amendments; testifying before Congress; and securing support for the organization's legislative initiatives.
- Envisioned, helped secure funding for, and created the organization's state and local legislative team that guides lawmakers across the nation on immigration policy and helps them draft constitutionally sound state legislation and local ordinances.
- Developed a highly effective grassroots activism program based on field staff, state advisors, a network of nearly 100 local organizations, and an online legislative action system.
- Formulated and implemented powerful and effective messaging strategies to secure appearances in hundreds of news stories annually; proactively managed outreach to national media outlets, including television, newspapers, radio, and blogs; served as national spokesperson.
- Drafted and edited content for the organization's monthly, bi-weekly, and weekly membership publications sent to hundreds of thousands of readers nationwide; provided policy guidance for research publications that examined immigration policy at the local, state, and national levels.
- Revamped the organization's online presence through the development of a new website, microsites, search engine optimization, online advertising, online email campaigns, and blogging; launched a highly successful social networking program to engage new and younger audiences, dedicated staff to manage outreach, and invested advertising dollars to increase our online exposure.
- Managed board relations: drafted agendas for quarterly meetings; organized committee meetings and guided discussion as needed; researched materials for board education and discussion; conducted management presentations, including quarterly financials and annual budget; edited staff reports; drafted board minutes and financial resolutions; and implemented board decisions organization-wide.

Hennepin County Attorney's Office, Minneapolis, MN (2004)

Assistant Hennepin County Attorney, Property Crime Division

- Reviewed police files resulting from felony property crimes (e.g. theft, fraud, check forgery, credit card fraud, and identity theft); determined whether to file criminal charges; drafted criminal complaints.
- Prepared cases for trial, evaluated evidence, prepared witnesses for direct and cross-examination, negotiated plea agreements.
- Conducted probation revocation hearings, pre-trial hearings and sentencings.
- Advised police officers on search and seizure issues.

Minnesota House of Representatives, St. Paul, MN (2001 – 2004)

Counsel, Judiciary and Civil Law Committees

- Staffed the House Judiciary, Civil Law, and House Ethics Committees; researched and analyzed statutes and relevant case law; worked with Members and stakeholders to develop legislation and analyze bills; prepared Members for committee hearings and questioning of witnesses.
- Staffed the floor of the House of Representatives during debate, provided legal and legislative assistance; drafted amendments and speeches for the floor of the House.
- Advised Members on homeland security issues during debate of the Minnesota Anti-Terrorism Bill; worked with prosecutors, defense attorneys, and academics to draft new terrorism crimes and increase appropriations for first responders.
- Assisted Members of the "Consumer Privacy and Identity Theft Task Force" to develop and promote consumer protection legislation.
- Assisted Members with research and legislation regarding police-community relations, including topics such as racial profiling, policing practices, and neighborhood revitalization programs.
- Monitored criminal justice appropriations bills, including the billion-dollar budget for the Departments of Public Safety, Emergency Management, and Corrections.

Jones Day, Pittsburgh, PA (1998, 1999 – 2000)

Associate Attorney, General Litigation; Summer Associate

- Prepared legal memoranda and briefs for corporate clients on topics such as products liability, class actions, environmental laws and the Rules of Civil Procedure.
- Participated in legal team representing major banks in a multi-billion-dollar lawsuit against the directors and officers of a large health care organization; developed evidentiary case against the defendant's chief financial officer; worked with forensic accountants to trace misuse of corporate funds.

EDUCATION

University of Iowa College of Law (1996-1999)

J.D. received May 1999, graduated with High Distinction

Staff Writer, Iowa Law Review, 1998-1999

Van Oosterhout Moot Court Competition, University of Iowa College of Law, 1998

Foreign Language Area Studies Fellowship, University of Iowa College of Law, 1997

Licensed to practice law in Pennsylvania and Minnesota (both inactive status)

Yale University (1992-1996)

B.A. in Political Science received May 1996

Bates Traveling Fellowship, Yale University, 1995

Richter Fellowship, Yale University, 1995

LANGUAGES

Intermediate German; Formal instruction in Hungarian, Russian, French, and Czech

Christyn Keyes Lansing

(b)(6)

PROFESSIONAL EXPERIENCE

58th Presidential Inaugural Committee

Washington, D.C.

Associate Director for Platform and Luncheon Operations

December 2016-January 2017

- Lead member of the Swearing-In Ceremony team responsible for platform and luncheon operations.

POLITICO

Rosslyn, VA

Communications Director

March 2016-November 2016

- Responsible for executing communications strategy.
- Oversaw booking operation, including regular hits on major networks such as CNN and MSNBC.
- Identified public relations opportunities to build individual reporter brands.
- Developed press release and media advisory schedule and strategy.
- Responsible for media coverage of POLITICO events, including dozens of events at the Republican and Democratic conventions.

Office of U.S. Senator Rob Portman (R-Ohio)

Washington, D.C.

Press Secretary

March 2014- March 2016

- Spokeswoman and liaison to Ohio press, responsible for all media opportunities with Ohio press in Washington and Ohio.
- Responsible for organizing and prepping Senator Portman for weekly press conference and TV interviews with Ohio press.
- Assisted with developing earned media strategy for Ohio events, including 2015 Jobs Tour in five different media markets.
- Collaborated with Communications Director in developing and implementing media strategy for the Senator Portman.
- Wrote statements and press releases on behalf of Senator Portman, working closely with legislative staff.
- Responsible for booking and staffing Senator Portman for interviews with national and local media outlets.
- Worked to increase Senator Portman's social media presence through engaging content on Facebook, Twitter, and Instagram.

Office of Congressman David P. Joyce

Washington, D.C.

Communications Director

January 2013-March 2014

- Official spokesperson and media liaison, responsible for all messaging and branding of the Congressman.
- Responsible for developing communications plan including on-the-record quotes, interviews, speeches, news releases, e-newsletters, and news conferences.
- Created digital content and managed digital marketing plan including Twitter, Facebook, YouTube, Instagram, and Flickr accounts.
- Grew Facebook likes to over 3,700 and Twitter followers to over 2,200 in one year through paid advertisements and targeted outreach.
- Responsible for Joyce for Congress communications plan including on-the-record quotes, pitching stories, assisting with strategy, and selecting and communicating with vendors.

National Republican Congressional Committee

Washington, D.C.

Director of Radio and Television

April 2011-December 2012

- Responsible for booking Members of Congress, congressional candidates, and NRCC spokesmen on national and regional radio and television. Over 1,600 interviews booked.
- Official spokesperson for OII-06 congressional race. Provided background and on-the-record quotes to national and local media. Helped develop media strategy for top targeted race.
- Pitched guests to regional and national media outlets including Fox News Channel, Fox Business Network, CNN and MSNBC. Drove NRCC messaging with daily newsletter to radio/television producers and hosts.

Chabot for Congress

Cincinnati, Ohio

Deputy Press Secretary

May 2010-November 2010

- Supported Campaign Manager in developing tradition and digital media strategy for targeted race. Provided on-the-record quotes to national and local media, wrote news releases and talking points.

EDUCATION

Miami University

Oxford, OH

May 2010

David A. Lapan

Communications & Public Affairs Executive



(b)(6)


<http://linkedin.com/in/david-lapan>

Crisis Communications • Strategic Communication & Planning •
Media Relations Senior Advisor • Leader
•Spokesperson

More than **30** years of military service and **20** years of Communication and Public Affairs experience at the highest levels of the Department of Defense

Senior spokesman with a record of delivering results in high-profile and high-intensity environments through initiatives that exceed operational performance targets and yield measurable outcomes.

COMMUNICATE

High-performing communications-management professional with expertise in building/optimizing organizational processes, practices, and infrastructure to maximize results in government public affairs and external relations, including crisis communications, strategic communication planning and media relations.

TRANSFORM

Skilled strategist who transforms communications plans into workable solutions and benchmarks performance against key operational targets/goals.

Senior Director, National Capital Region, Military Child Education Coalition
Jun 2015 – present

Conduct government relations, corporate relations, community relations and outreach on behalf of a Texas-based global nonprofit organization focused exclusively on the well-being and needs of America's four million military and veteran- connected children, specifically in the areas of academic opportunity and excellence, school transition support, and developmental needs.

Director, Office of U.S. Marine Corps Communication, Headquarters, U.S. Marine Corps, Washington, DC March 2014 to April 2015

Senior communication advisor to the Commandant of the Marine Corps and senior USMC leaders. Responsible for oversight and direction of the 500-person Public Affairs and Combat Camera career fields. Developed and implemented complex communication plans for crises, policies and program initiatives.

Public Affairs advisor to the Commander, International Security Assistance Forces and U.S. Forces – Afghanistan,
Kabul,

Afghanistan July
2013 to Feb. 2014

Served as spokesman for the Commander, ISAF/U.S. Forces – Afghanistan. Prepared and implemented detailed communication plans and strategies. Facilitated media engagements with the Commander and provided communication guidance and advice to senior ISAF and USFOR-A military and civilian leaders.

Special Assistant for Public Affairs to the Chairman of the Joint Chiefs of Staff, *The Joint Staff*, Washington, DC 2010 - 2013

Hand-selected to serve as Public Affairs advisor to the 18th Chairman of the Joint Chief of Staff (CJCS). Advised Chairman and senior Joint Staff leaders on communication plans and strategies. Served as spokesman for the CJCS and facilitated all of his media engagements.

Deputy Assistant Secretary of Defense for Media Operations; Director, Press Operations, *Office of the Assistant Secretary of Defense*, Washington, DC 2009 – 2011

First military officer in a decade to serve as deputy assistant secretary for Public Affairs. Advised the Secretary of Defense and senior DoD leaders on communication and media operations. Prepared Secretaries Gates and Panetta for press conferences. Served as senior Defense Department spokesman, conducted daily on-the-record press briefings with the 50+ person Pentagon press corps and led a 35-person (military and civilian) Pentagon press operations and audiovisual sections.

Director and Deputy Director, Marine Corps Public Affairs, *Headquarters, U.S. Marine Corps*, Washington, DC 2006 – 2009

Led a 40-person public affairs staff, providing communication strategy, guidance and support for 200,000 Marines worldwide. Directed strategic communication, internal and external communications activities for Headquarters, Marine Corps. Conducted media training for Marines at all levels. Served as senior spokesman and communication advisor to the Commandant of the Marine Corps and senior Marine Corps leaders. Managed the 350-person Public Affairs career field.

Public Affairs Officer, *II Marine Expeditionary Force*, Camp Lejeune, NC 2003 - 2006

Served as senior communication advisor to the three-star commander of all Marine Corps operational forces on the U.S. east coast and those deployed. Served as Multi-National Force West Public Affairs Officer, *Operation Iraqi Freedom*, Fallujah, Iraq from 2005 – 2006 and Multi-National Interim Force PAO, *Operation Secure Tomorrow*, Port au Prince, Haiti, from Feb – Jun 2004. Devised and executed pre-deployment operational and training plans.

Press Officer/Spokesman, *Office of the Assistant Secretary of Defense for Public Affairs*, Washington, DC 2000 – 2003

Served as DoD spokesman, representing the three million Defense Department service members and civilians worldwide during a historic period, from the attacks on the USS Cole and 9/11 into the wars in Afghanistan and Iraq. Conducted thousands of interviews and responded to queries from international, national, regional and local news organizations on all activities of the Department including training, exercises, contingency operations, accidents and incidents. Wrote and edited Public Affairs Guidance for operations and exercises and served as DoD press office liaison to U.S. Central Command. Played a key, formative role in the development and implementation of the unprecedented media embed program, which placed more than 700 U.S. and international journalists with U.S. military and coalition units during initial combat operations in Iraq.

United States Marine Corps, 1980 – 2015; retired as Colonel, USMC

Bachelor of Arts (with distinction), Humanities, Pennsylvania State University National Security Studies, Air War College (2003) and Naval War College (1998)

EMILY MALLON

(b)(6)

(b)(6);(b)(7)(C)

PROFESSIONAL WORK HISTORY

The White House, Executive Office of the President, Washington, DC

01/17-Present

White House Liaison, Office of National Drug Control Policy

- Independently vet, research, interview and process all incoming ONDCP political appointees
- Collaborate with and brief cabinet secretaries and members of the United States House and Senate regarding treatment, prevention and interdiction of drug related issues in the United States and abroad
- Contribute to Top Secret intelligence briefings and present to interagency and ONDCP intelligence community partners regarding matters of ONDCP and White House interests
- Manage and advise communications, legislative and policy teams on the administration's priorities and communicate effectively to exceed team set goals

2016 Republican Presidential Transition Team, Washington DC

08/16-01/17

Research and Vetting Analyst

- Member of the three-person team responsible for all presidential appointment and staff vetting related to the Trump Administration Cabinet, policy and agency action teams
- Independently researched court and congressional hearing records
- Contributed to Presidential Appointment meetings and conducted both data and policy analysis relevant to the selection of candidates
- Independently corresponded with Cabinet nominees regarding the security clearance and background investigation process
- Expertly trained in research and vetting databases

2016 Republican National Convention, Cleveland OH

06/16-Present

Research Coordinator & Associate Director for Radio

- Produced daily intelligence briefings and individually presented findings to convention staff and campaign surrogates
- Managed and trained research team of 5-7 individuals to both organize incoming daily communication and deliver a cohesive summary to convention staff
- Traveled and presented at delegation breakfasts and collaborated with members of the United States House and Senate on goals for the day
- Supported communications staff in all aspects of surrogate booking, media, and celebrity outreach
- Organized media coverage of delegation breakfasts and convention activities to help spread consistent campaign message
- Worked closely with floor operations to help coordinate whips, volunteers and other convention staff

Department of Justice – Division of Criminal Investigation, Madison WI

08/15 – 06/16

DCI/Wisconsin Statewide Intelligence Center Analyst

- Investigated, and led cases involving terrorism, cyber security, financial crimes and human trafficking
- Participated and presented highly sensitive material at Wisconsin Department of Homeland Security Council meetings and Wisconsin Counterterrorism Conferences
- Collaborated with state and federal agencies on ongoing cases
- Key member of a group that produced a U.S. intelligence analytic product for the U.S. Intelligence Community, the Cabinet and security-cleared members of Congress
- Initial analyst to conduct research for the Wisconsin Watch-listing Initiative

Office of Governor Scott Walker, Madison WI
Scheduling and Operations Intern

08/14 - 12/14

- Managed the governor's daily schedule and coordinated gubernatorial events within the community
- Assisted with all office management and operations including the preparation of daily briefings
- Supported the legal, policy and constituent service departments and performed various team projects
- Contacted party members, visitors and Capitol employees and handled correspondence on behalf of the Governor

Center for the First Year Experience, Madison WI
New Student Leader

3/14 - 10/14

- Led daily orientation seminars for incoming freshman and worked directly with UW faculty members to ensure student retention
- Facilitated small focus groups with students and parents concentrated on diversity, leadership, and campus involvement

16 Handles Frozen Yogurt, Fairfield CT
Shift Lead

08/11 - 08/15

- Managed a staff of 15-20 in the areas of service, guest experience, hospitality, food safety, and cleanliness
- Performed an array of HR functions, including recruiting, on-site training and employee relations

EDUCATION

BA, Chinese and International Studies, University of Wisconsin – Madison
Focus in Global Security
National Taiwan University, Taiwan

May 2016

February 2015 - June 2015

ADDITIONAL SKILLS AND RELEVANT INFORMATION

- Language: Mandarin Chinese (fluent)
- Computer: Microsoft Word, Excel, PowerPoint, comfortable with both Windows and Mac operating systems
- Member of Kappa Alpha Theta and Order of Omega (Greek honor and leadership society)

James F McDonnell

(b)(6)

EXPERTISE OVERVIEW:

Executive expertise directing and overseeing cyber security programs, physical asset protection, nuclear counterterrorism operations, government-private sector partnerships and intergovernmental coordination for domestic and international protection programs. Senior Executive Service (SES) assignments at the Departments of Homeland Security and Energy and in the White House Homeland Security Transition Planning Office. Small business entrepreneur: member on several advisory boards and owner of three start-up companies (government services, risk management consulting, and software/technology).

EDUCATION:

Master of Arts, Georgetown University
Bachelor of Science, Regents College, University of the State of New York
Program for Senior Executives in National and International Security, Harvard University

(b)(6);(b)(7)(C)

EMPLOYMENT HISTORY:

Chief Executive Officer

10/2014- Present, 2 years

I'm Safe Apps, LLC

Co-founder of a technology start-up business focused on delivering Smartphone and internet based technologies that enhance the security environment in schools, businesses and for travelers. I'm Safe Apps also provides a systems approach for corporate risk management that creates an all-employee security environment.

Responsibilities include technology development strategy, outreach and marketing, business operations oversight, financing and investment.

Consultant (Part time)

6/2016- Present, 5 months

U5 Department of Homeland Security

Temporary appointment as a Special Government Employee to provide expert advice on DHS Weapons of Mass Destruction programs.

Chairman and Chief Executive Officer

5/2006-12/2015, 9 years

Trinity Applied Strategies Corporation

Corporate Leadership: Responsible for corporate leadership, oversight, strategic planning and business development for a security management consulting firm. Trinity Applied Strategies Corporation was a small

business emerging in a high growth sector with extensive expertise in nuclear non-proliferation, counterterrorism, Critical Infrastructure Protection, Counter-IED and technology analysis, strategic investment corporate risk mitigation. TAS-Corp has provided security management services in numerous countries throughout the world and is a prime contractor on a \$300M IDIQ contract with the National Nuclear Security Administration and experienced a growth rate of nearly 50% year over year from 2006 through 2012. McDonnell provided clients with strategic planning advice, mentoring, facilitation of C-level exercises and training and operational assistance during crises. He has personally overseen the implementation of security programs throughout the world.

Executive Consultant: Directed contract support for a global Oil & Gas security program including: Global Security Standards and Policies; Regional Security Programs in Egypt, Australia, UK, Argentina and Canada; directed support for “Arab Spring” crisis operations including the establishment of an operations center in Houston and the management of expatriate evacuation from Egypt; developed a contract support plan and team for security operations for a deep-water drilling operation in Kenya (on-shore and off-shore security operations); provided C-level advice and counsel for new ventures risk assessments, executive team training and deployed to personally oversee operations when required.

Vice President and Chief Risk Officer

2006-2007, 1 year

Amtrak

Directed corporate-wide risk management activities including Counterterrorism and Police Operations, coordinated with major police departments including New York, Chicago, Los Angeles, and Boston and federal agencies including DHS, TSA, FBI, DOT. Directed major procurements, security related capital investments and Critical Infrastructure and passenger protection programs. Successfully negotiated a labor settlement with the Amtrak Police, who had been operating without a contract for over seven years. Directed large budgets, worked closely with elected officials in cities served by Amtrak, in Congress and in state governments. Directed the start-up of a cyber security program focused on Digital Control Systems and national data networks.

President

9/2005-Present, 11 years

McDonnell Consulting Group, LLC

Provides terrorism related risk management, crisis management, emergency response and infrastructure protection solutions to large firms and government agencies. Provides strategic business planning assistance to companies in the homeland security sector. Advises government officials on terrorism prevention, non-proliferation and nuclear security and critical infrastructure protection.

Vice President, Chief Information (CIO) and Chief Security Officer (CSO)

6/2004 – 9/2005, 2 years

USEC, Inc.

Directed nuclear facility security programs and the management and protection of IT systems. Corporate Officer responsible for the strategic direction and oversight of information technology programs and physical and cyber security operations. Directed two large departments, coordinated operations with state and local officials, managed labor relations with two unions and was responsible for internal controls required by the Sarbanes-Oxley Act. Coordinated with Senior Nuclear Security Officials to develop programs and procedures designed to protect sensitive nuclear related materials and facilities. USEC developed uranium enrichment technologies, all R&D and operational activities were subject to IAEA inspection and contained Restricted Data. Inspection protocol development, implementation of appropriate security procedures as well associated risk assessments

were a responsibility of this position. Member of the Nuclear Energy Institute Nuclear Security Coordinating Council and the US Chamber of Commerce Homeland Security Policy Task Force. Directed security and IT operations at the company's headquarters, Advanced Technology research and development facility in Dak Ridge, TN and at major nuclear facilities in Paducah, Kentucky and Piketon, Ohio.

Senior Executive Service: Infrastructure Protection Programs

3/2003-5/2004, 1 year

US Department of Homeland Security

Key SES position during start-up of DHS. Managed the transition of budgets, operational capabilities and the development of organizational plans for the CIP, Cyber private sector coordination/partnerships. Also participated in strategy planning for DHS regionalization and other strategic initiatives on undersecretary level working groups.

As part of the Headquarters Executive Team was a key leader in the management of all national responses to threats, incidents and national disasters during this period. Worked directly with Secretary Ridge and other senior leadership to make resource allocation decisions and direct response operations. Advisor to Secretary Ridge on all nuclear threat related activities, directed domestic nuclear prevention operations during high-threat periods and coordinated with USCG, Border Officials, S&T and Container Security Initiative officials in the development of government wide nuclear non-proliferation and emergency response strategies. Briefed Congress on ongoing emergency and threat related operations. Was the DHS operational representative to the Counterterrorism Security Group at the White House.

Directed the establishment of the Protective Security Division as part of the original executive leadership team of the Department. Coordinated and supervised protective measures planning for the federal government and directed field implementation of complex operations. Provided advice and counsel to the Secretary in the areas of counterterrorism and protective security operations. Coordinated with senior officials in all branches and levels of government, and with private industry leaders. Directs large budgets and developed long term strategies for implementing measures to prevent terrorism through the reduction of vulnerabilities. Continued with the same responsibilities described below for the energy sector but now responsible to coordinate and direct protective measures across all infrastructure sectors and soft targets: thousands of potential terrorist targets within the US.

Senior Executive Service: Homeland Security Transition Planning Office

10/2002-2/2003, 4 months

The White House

Responsible for developing the plans, budgets and policies required to transfer operations from six federal agencies into the Department of Homeland Security. Negotiated budgets with Congress and the Office of management and Budget, established interagency agreements for support and coordination for the operational activities associated with WMD terrorism and critical infrastructure protection. Developed the plan for cross-walking cyber and physical security programs and operations from six agencies into DHS and coordinated closely with cyber organizations at USSS, FBI and other DOD agencies retaining cyber capabilities. Coordinated private sector collaboration efforts.

Senior Executive Service: Director, Office of Energy Assurance and Security

2001-2003, 1.5 years

US Department of Energy

DOE representative to the Counterterrorism Security Group at the White House. Directed response and recovery operations for natural disasters, terrorism threats and large industrial accidents. Requested to enter government service to direct the establishment of the Office of Energy Assurance (OEA), created following the terrorist attacks of 11 September 2001 to work with state and local government and industry to strengthen the security of the United States through the application of science and technology to improve the reliability and security of the national energy infrastructure. Directed operations to: Identify potential threats to the national energy infrastructure, including natural disaster, acts of terror, sabotage, industrial accidents, and other large-scale disruptions; Lead and coordinate efforts to expand cooperation on national energy infrastructure issues among the federal government, states and industry; Lead the federal government's outreach efforts (e.g., with industry ISACs, state government and energy emergency officials, homeland security representatives, industry security personnel, etc.) to create partnerships with states and industry to help ensure a secure and reliable flow of energy to America's homes, industry, public service facilities, and the transportation system; Provide government and industry leaders with analysis of physical and cyber vulnerabilities of the national infrastructure and develop scientific and technological solutions to correct or minimize system vulnerabilities; Develop contingency plans to minimize risks to the economy and public health and safety through analysis of interdependencies and modeling of the cascading effects of events that affect the energy infrastructure; Provide industry the information necessary to implement security plans that effect or deter terrorist acts through target hardening and implementation of procedures that complicate terrorist's attack planning; Coordinate national, state and industry response and recovery capabilities to ensure seamless integration of plans and procedures; Identify DOE technologies and capabilities that can protect our nation's critical energy infrastructures and facilitate their use by the private sector and other federal agencies.

Director, National Security Operations

1996-2001, 5 years

Oak Ridge Associated Universities

Senior manager at the Oak Ridge Institute for Science and Education, United States Department of Energy. Developed, directed and managed an integrated training and readiness program for national response teams responding to acts of nuclear terrorism. Coordinated with National Security Council officials to develop response plans and participated in Counterterrorism Coordinating Sub-Group meetings at the White House. Directed the execution of the Domestic Preparedness Program under which state and local officials are being assisted in preparing for acts of nuclear terrorism.

Provided operational planning support for the Foreign Research Reactor Spent Nuclear Fuel Acceptance Program. Managed personnel, facilities and fiscal resources for a \$30M U.S. Government, multi-agency program. Recognized as an expert in government operations related to Weapons of Mass Destruction, Counterterrorism and Counterproliferation. Guest lecturer at DOD and FBI service academies and educational venues. Participates in strategic planning activities with senior government officials to improve US readiness to deal with acts of terror.

Technical Staff Member, DOE Office of Emergency Response.

1995-1996, 1 year

Oak Ridge Associated Universities

Prepared plans and policies for the management of the Department of Energy's Office of Emergency Response and directed response operations worldwide. Served on interagency intelligence and technology working groups. Acted as liaison to the Defense Nuclear Agency, Federal Bureau of Investigation, and Office of the Assistant Secretary of Defense for Special Operations and Low Intensity Conflict, US Special Operations Command and Components. Program Manager for classified DOE programs supporting nuclear counter terrorism efforts and other emergency response operations. Technical and operational advisor to the Director,

Office of Emergency Response and to the Deputy Assistant Secretary for Military Applications for terrorism programs.

Special Mission Unit Officer in Charge

1992-1995, 3.5 years

Naval Special Warfare Development Group, Virginia Beach, Virginia.

As the Senior EOD Officer in the US Special Operations Command (SOCOM) led the development of a national military capability related to WMD and terrorist explosive devices. Hand-picked by the Navy and SOCOM leadership to be the Officer to lead this highly sensitive and critical national mission. Most specific details of this assignment remain classified. Interacted routinely with senior officials in the Office of the Secretary of Defense and the Office of the Chairman of the Joints Chiefs of Staff. Required to maintain operational warfighter proficiency and manage policy and programmatic responsibilities at the same time. Duties included completing a six month advanced SEAL Operator Course, numerous deployments and leadership of the only Naval EOD unit within a Navy SEAL Team.

Managed and conducted non-proliferation related field activities with the objective of preventing rogue nations or terrorists from acquiring a weapon of mass destruction. Directed DOE National Laboratory support activities, START Treaty On-Site Inspector, coordinated and directed interaction between several agencies and allied countries regarding the loss and/or recovery of sensitive nuclear materials. Managed and directed intelligence collection and analysis, information sharing with international partners and domestic agencies.

Developed IED defeat tactics and training programs; supervised the development of special equipment and tactics to prevent the proliferation of weapons of mass destruction. Directed classified special operations; coordinated interagency policy, plans and procedures for specialized support to the FBI, DoS and the National Intelligence community. Supervised joint training exercises with US military services, foreign units and Federal Agencies. Managed large programs and budgets; supervised over 500 personnel in all aspects of nuclear, chemical and biological response. Directed numerous classified programs and operations throughout the world.

Naval Officer

1975-1992, 17 years

United States Navy.

Managed and directed emergency preparedness and response operations including counterterrorism and counterproliferation operations, aircraft crashes, natural disasters, and hazards materials spills and disposal. Coordinated resource allocation, evacuations and response operations with all levels and branches of government. Numerous special operations positions of increasing responsibility and authority throughout the world, advanced through enlisted ranks to commissioned officer. Extensive overseas activity, numerous campaigns, frequently operated in small and independent units and conducted hazardous operations. Enlisted in the Navy in 1975 and selected for direct commissioning to Ensign in 1987.

PUBLISHED:

Local Bomb Squads Bolster Response to Nuclear Terrorism, National Defense Magazine, Sep 1999
Constitutional Issues in Federal Management of Domestic Terrorism Incidents, iUniverse Publishing, New York, 2004

Corporate Security in the Information Age, Aspatore Books, 2005, Contributing Author

The McGraw Hill Homeland Security Handbook, McGraw Hill, New York, 2005, Contributing Author

Making Critical Technology Decisions, Aspatore Books, 2006, Contributing Author

PROFESSIONAL AFFILIATIONS:

US Chamber of Commerce Homeland Security Task Force 2005-2007

Nuclear Sector Coordinating Council with US Department of Homeland Security, 2004-2005

Senior Fellow, George Washington University Homeland Security Policy Institute, 2005

Guest Lecturer, George Mason University and Virginia Commonwealth University

American Society of Industrial Security

Member, Business Executives for National Security

Member, Disabled American Veterans, Veterans of Foreign Wars and other Military Organizations.

QUALIFICATIONS SUMMARY

Natural and persuasive communicator recognized by colleagues for ability to create consensus among individuals in order to achieve goals and directives. Talent for cultivating and maintaining strong community relations, establishing communication channels, and creating a positive rapport with individuals built on trust, integrity, and exceptional constituent service. Creative and resourceful campaign professional that is well versed in contributing to political initiatives and interacting with elected officials.

Disciplined, motivated, and results-oriented; ready for a new professional challenge where an effective combination of interpersonal, communication, and organizational skills are key.

POLITICAL EXPERIENCE

Freedom Partners Chamber of Commerce-Arlington, VA

2015-Present

Senior Competitive Intelligence Analyst

- Utilize advanced open source techniques to monitor competitor activity
- Provide forecast analysis on competitive local, state, and federal races, by assessing qualitative and quantitative information, such as campaign finance data and mapping the opposition's operational infrastructure
- Advise stakeholders on how to best leverage assets in target states to run effective issue advocacy and electoral campaigns
- Write concise weekly analytical reports on key political developments
- Develop subject-matter expertise on the political landscape in Mid-Atlantic and Rust Belt states
- Analyzed and developed Human Intelligence (HUMINT) reports for executive stakeholders
- Verified vetting research on individuals and organizations
- Assist health care, energy, veterans, and millennial issue campaigns with strategic tactical decisions
- Established and maintained communication with key external players, leading to collaboration with HUMINT input

Republican Party of Falls Township, Bucks County

2008-2014

Chairman

- Leading grassroots initiative to expand township party committee from two to 26 positions elected.
- Creating and maintaining a substantive database of contacts for outreach projects with both the electorate and the media for multiple congressional candidates.

Jim Cawley for Lieutenant Governor

2009-2010

Deputy Campaign Manager

- Provided strategic direction to statewide race focusing on Southeastern Pennsylvania.
- Organized community stakeholders in Southeastern Pennsylvania, particularly in the Philadelphia metropolitan region.

Committee to Re-Elect George Kenney, 170th Legislative District

1999-2010

Community Outreach Specialist

- Assisted in development and distribution of campaign materials throughout the 170th Legislative District.
- Supported campaign website; developed and implemented social media strategy.

McCain/Palin

2008

*Advance Team for Eastern Pennsylvania***Tom Manion for Congress**

2008

Philadelphia County Coordinator/Election Day Operations

- Ran field operations for Philadelphia portion of District along with Election Day Operation for entire district.

Sam Mirarchi for State Senate

2006

*Campaign Manager***Mike Fitzpatrick for Congress**

2004-2007; 2012-2014

Philadelphia Deputy Coordinator/Lower Bucks County Coordinator

Mike Dolan for State Representative <i>Strategist</i>	2005
Republican Party of Philadelphia, <i>Vice-Chairman, 58th Ward</i>	2004-2008
Jamie McDermott for City Council <i>Deputy Campaign Manager</i>	2003
Mario Scavello for State Representative <i>Advance</i>	2002
Wallis Brooks for State Representative <i>Election Day Coordinator</i>	2002
Melissa Brown for Congress <i>Election Day Operations/ Northeast Philadelphia Field Director</i>	2002
Margaret Murphy for Judge <i>Deputy Campaign Manager</i>	2001
Rick Santorum for Senate <i>Field Representative/ Northeast Philadelphia Coordinator</i>	2000; 2006
Sam Katz for Mayor <i>Field Representative/ Northeast Philadelphia Coordinator</i>	1999; 2003
Arlen Specter for Senate <i>Field Representative/Northeast Philadelphia Coordinator</i>	1998; 2004

OTHER EXPERIENCE

Philadelphia Parking Authority – Philadelphia, PA	2002-2015
<i>Manager of Strategic Planning and Contract Administration</i>	
<i>Manager of IIRIS and Digital Initiatives</i>	
<i>Deputy Manager of Philadelphia Airport Operations</i>	
McKeown Real Estate – Stroudsburg, PA	2001-2002
<i>Sales Representative and Apprentice Appraiser</i>	

EDUCATION

THE GEORGE WASHINGTON UNIVERSITY, Graduate School of Political Management - Washington, DC Master of Professional Studies in Political Management, 2013

HOLY FAMILY UNIVERSITY - Philadelphia, PA 2007-2011
Bachelor of Science in Business Administration

- Member of Curriculum Committee

Alan Metzler, MS, MPA, MMS

Seasoned Executive Leader: Multi-Billion Dollar Enterprises

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LinkedIn

ROI-focused senior executive and national security leader who defines organizational mission, vision and strategy with precision and impact. Dynamic relationship-builder and communicator with a high-profile track record of mission-critical successes across three decades of impeccable operational and leadership service for the Departments of Homeland Security and Defense, the National Security Council, and the U.S. Air Force. Widely respected at highest levels of public and military service as a collaborative, deeply knowledgeable change agent with a powerful history of delivering mission excellence, transforming culture, and building cohesive, best-in-class enterprises capable of exceeding all prior performance expectations.

- *Cambines finely-honed analytical and trouble-shooting skills with an exceptional understanding of enterprise leadership and the strategic environment to deliver complete, cross-functional solutions to systemic and organic challenges.*
- *Proven ability to pivot to emerging challenges or opportunities and to redirect fiscal, operational and human capital resources in the context of real-time and evolving changes to program or project parameters and priorities.*

- *National Security Leader and Interagency Practitioner*
- *C-Level Strategy & \$MM Budget Optimization*
- *Subject Matter Expert: Threat Assessment & Security*
- *Global Operational Perspective & Solutions*
- *Root Cause Analysis & Crisis Management*
- *Trusted Senior Advisor & Experienced Public Speaker*
- *Internal & External Strategic Messaging*
- *Cross-Network/Sector Relationship-building*
- *Seamless Integration of Disparate Leadership Goals*

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- Transformed TSA following operational challenges and public perception of agency effectiveness; spearheaded the retraining of 45,000 personnel, resulting in a 10x improvement in performance-based screening accuracies.
- Developed innovative security concept and obtained multi-million dollar Air Force investment to protect the nation's remotely piloted aircraft counterterrorism capability.
- Recognized by the President of United States for outstanding contributions to national aviation security, and dramatic advancements in airport screening tools.

Security Administration (TSA), Arlington, VA | 2015 - Current

An agency of the Department of Homeland Security, with 60,000 fulltime employees and a \$7 billion annual operating budget.

Appointed by Secretary of Homeland Security to serve as a key member of the executive team mandated with the transformation of agency operations, and to lead comprehensive root cause analysis amidst a sharp

increase in screening failure reports. Spearheaded the enterprise-wide initiative to establish a range of solutions built on clearly defined value propositions; new workforce training, technology-based screening innovations, private sector investment, reversal of crisis in public confidence, and the critical support of the President, Congress and DHS leadership.

- Produced an in-depth report identifying 200+ agency actions that required an immediate attention to refocus on the primary mission of security effectiveness, which had been overshadowed by a culture of speed and convenience.
- Led a top-down transformation of the agency's prioritization of critical information sharing, vulnerability mitigation, performance management and incentives; oversaw the retraining of 45,000+ screening staff, and introduced new technologies and screening standards that generated a tenfold increase in screening accuracy in 440 airports nationwide.
- Secured \$118M in supplemental congressional funding, facilitating new hires, the creation of 50 new canine units, the purchase of 1,200 explosive detection systems, the introduction of state of the art advanced screening systems at 141 airports across the US, and the virtual elimination of passenger wait-times during the busiest travel months of the year.
- Negotiated a unique private/public sector partnership with Delta Airlines; garnered a \$2M investment for a pilot program utilizing automated screening technologies that increased efficiency in Atlanta by 40% in just nine weeks. Project is now a model for numerous major airport hubs, with a potential \$50M investment from seven public & private sector sources.

Senior Counselor to Secretary of Homeland Security, Senior Executive Service

Department of Homeland Security (DHS), Washington, D.C. | 2014 - 2015

DHS supports 240,000+ employees in roles that range from aviation, border security and emergency response, to cyber-security and chemical facilities inspection. The agencies that function under DHS include TSA, USCIS, US Customs and Border Protection (CBP), Immigration and Customs Enforcement (ICE), FEMA, the US Coast Guard and the US Secret Service. Circa \$60BN in annual OPEX.

Provided multi-faceted strategic and tactical oversight of staff activities in direct support of the Secretary and the mission of the DHS, including border and aviation security, maritime safety and port security, trade and travel facilitation, immigration and customs enforcement, cyber-security, infrastructure protection, disaster preparedness and response, Secret Service protection of national leaders, and citizenship and naturalization services.

- Held full accountability for the administration of the agency's \$20M annual training and conference budget, in addition to playing a pivotal advisory role in appropriation and distribution of fiscal resources from the \$60bn OPEX budget to support improvements in security procedures, data collection and analysis, and refocusing of enforcement priorities agency-wide.
- Leading a 20-person team of specialists, worked closely with the heads of ICE, CBP and USCIS to identify and resolve major data collection and reporting gaps, the accuracy of which was essential to the ongoing appropriation of multi-million dollar funds to support enforcement, apprehensions, prosecutions and removals.
- In line with the Secretary's initiative to enhance immigration enforcement, spearheaded an inter-agency effort to focus resources on the apprehension and removal of national security threats and illegal felons; results included a significant reduction in sanctuary cities and a dramatic increase in the percentage of criminal aliens being successfully deported.
- In response to a newly detected 'insider threat' posed by compromised airport personnel, authored and published new standards and mandates regarding employee screening, access point reduction, expansion of criminal background checks, and an agency-wide campaign focused on the importance of employee reporting of

suspicious behavior. Increased staff screenings by 5x, and gained concrete proof of concept following major apprehensions in Dallas and LAX.

- Following an unacceptable breach of the White House complex under the watch of the Secret Service, played a key role in the development and deployment of an agency-wide response that included agent retraining, performance assessments, reintroduction of best in class operating procedures, and an overhaul of the prevailing USSS agency culture.

Deputy Director | Colonel, United States Air Force

Department of Defense Sexual Assault Prevention & Response Office, The Pentagon | 2012 - 2014

The DoD's Sexual Assault Prevention and Response Office (SAPRO) serves as the single point of authority for program accountability, enforcement and oversight for the reduction/elimination of sexual assault in the military. Recruited by the former Air Force Chief of Security and the SAPRO Director to serve as the Office's first uniformed Deputy Director, with a mandate to develop a Department-wide plan to significantly reduce the prevalence of sexual assault, and to encourage increased reporting by victims across all military branches.

- Managing a \$52M annual budget, led a sustained two year initiative to professionalize the entire response system; ensured thorough investigations, appropriate discipline for offenders, justice for victims, and the provision of nationally-certified victim advocacy.
- Collaborated with DoD leadership, the Joint Chiefs of Staff, and the heads of each military service to create, publish and execute new DoD strategies and supporting policies to promote assault prevention, and to achieve a fully integrated response plan that guaranteed end-to-end system accountability.
- Personally administered Secretary of Defense-led weekly meetings with a directive to ensure full leadership accountability and top-down culture change across the implementation of new SAPR policies; implemented mandatory Commander and frontline training to effectively equip victims and witnesses with the tools necessary for appropriate responses and actions.
- After 24 months of intense effort, SAPRO had established new fully functioning Special Victims Units, prosecution and advocacy programs, in addition to nationally-benchmarked confidential reporting systems (in conjunction with leading rape crisis and victim advocacy organizations), that transformed the reporting and response process at every level.
- Ultimately delivered statistically significant increases in reporting of sexual assaults across all military branches, tangible improvements in victim protection/advocacy, and increased confidence in the entire investigative and response system.

Colonel | Lieutenant Colonel | Chief of Security | Military Advisor | Deployed Commander

United States Air Force | Various Domestic & Dverseas Locations | 2002 - 2012

Chief of Security Forces, Air Combat Command, Langley Air Force Base, VA, 2009 - 2012:

- Successfully protected 125,000 personnel and 1,200 combat/support aircraft in 24 wings, 14 installations and 200 operating locations across the globe.
- Personally negotiated for and secured a \$75M investment for the development of the Air Force's Remotely Piloted Aircraft security concept to ensure uninterrupted combat capability across base security, combat assets, communications infrastructure, and personnel. Protected capability critical to U.S. counterterrorism fight.
- Controlled a \$50M operating budget with 40 senior direct reports; trained and equipped 5,000 combat-ready security forces, DoD police officers, contractors and civilians across 18 squadrons in 18 states.

Commander, 586th Air Expeditionary Group, Iraq & Kuwait, 2008 – 2009:

- Protected and led 3,000 Airmen in theater-level/counterinsurgency environment; sustained 85+ direct attacks in 12 months during the movement of millions of short tons of cargo in consistently life-threatening situations, and the protection of a facility that housed 20,000+ Al Qaeda members, insurgents and enemy combatants. Ensured mission success and the safe return of every servicemember.

Director, National Security Council Press, Executive Office of the President, The White House, 2008:

- Supported the Deputy Assistant to the President and Deputy National Security Advisor (NSC), and interagency collaboration with Departments of Defense & State, and Intelligence Community leaders for strategic communications, media engagement and global outreach to advance U.S. national security interests in Iraq and Afghanistan.

Military Advisor to the Assistant Secretary of Defense, the Pentagon, 2005 - 2008:

- Principal Military Advisor regarding the DoD's comprehensive legislative program, and in the preparation of the Secretary and his Deputy for Congressional hearings and personal engagements with influential Members of Congress.

Chief of Communications & Speechwriter for the Secretary of the Air Force & the Chief of Staff, the Pentagon, 2002 - 2004:

- Led the specialist team charged with authoring two critical position statements in defense of the Air Force's \$120BN investment strategy; successfully laid the foundation for the development of 360,000 trained Airmen, and a range of weapons systems across the portfolio of Air Force air and space capabilities.

Earlier Military Career (1987 – 2002):

Various command, operational and staff assignments in post-9/11 base protection, Major Command Staff, Nuclear Security, Joint Task Force deployment, NATO strike operations, and security operations across Europe, Haiti, & South Korea.

Master of Science, National Security Strategy | National War College, Washington, D.C.,

Distinguished Graduate

Masters in Military Studies | Marine Corps University, Quantico, VA, *Distinguished Graduate*

Master of Public Administration | Troy State University, Troy, Alabama, *Summa Cum Laude*

Bachelor of Arts, Law & Society, Political Science | University of California, Santa Barbara, *High Honors*

Selected Leadership Training:

Graduate | Federal Bureau of Investigation National Academy, Quantico, VA, Leadership Development Program

| Center for Creative Leadership, Greensboro, NC, Senior Management in National Security | Elliot School of International Affairs, George Washington University, Washington, D.C., Enterprise Leadership Development

| Darden School of Business, University of Virginia Executive Speechwriting | Joan Detz School, International Speechwriting & Coaching

In Recognition of Service Excellence:

Recognized by the President of United States for leadership in DHS & TSA in addressing national aviation security challenges | Secretary of Defense's 'Award of Excellence' for DoD's Sexual Assault Prevention and Response programs | Recipient of 2 Defense Superior Service Medals, the Legion of Merit, and the Bronze Star for Combat Leadership | 'Best Installation Antiterrorism Program in the Air Force' for Leadership in the 4th Fighter Wing | 3 Time Recognition as 'Best in Air Force' and 'Best in Major Command' for Security Forces Leadership | Inspector

General's 'Award of Excellence' for NATO Nuclear Weapons Security Unit | 2 Time Officer of the Year, Operational Fighter & Space Wings | Recipient of the Warfighting Writing Award, for resolution of Protracted Operational Friction between The Navy & The Marine Corps

ELIZABETH NEUMANN

KEY AREAS OF EXPERTISE

- | | |
|--|---|
| <ul style="list-style-type: none"><input type="checkbox"/> Homeland and National Security Strategy & Policy<input type="checkbox"/> All Hazards Preparedness with a focus on Prevention and Protection Mission Areas<input type="checkbox"/> Cybersecurity<input type="checkbox"/> Strategy and Organizational Development<input type="checkbox"/> Government Reform Initiatives | <ul style="list-style-type: none"><input type="checkbox"/> Critical Infrastructure Security & Resilience<input type="checkbox"/> State and Local Law Enforcement and Counterterrorism<input type="checkbox"/> State and Local Fusion Centers<input type="checkbox"/> Information Sharing<input type="checkbox"/> Stakeholder Engagement |
|--|---|

PROFESSIONAL SUMMARY

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Ms. Neumann offers over 15 years of policy and strategy development, program analysis and implementation experience with a focus on risk management, security, and resilience. Her extensive experience includes working within government to create and implement government-wide policy reforms, direct policy processes, and negotiate interagency and intergovernmental agreements. She is known as an innovative leader for building coalitions and strong relationships with those impacted by the policy changes, from executives to operational personnel, and finding insightful solutions to address their concerns.

Ms. Neumann is Managing Director of Sunesis Consulting, LLC—an emerging risk and security management consulting firm. She serves clients in both the government and private sectors, and works across multiple homeland security and national security disciplines including, counterterrorism, intelligence, law enforcement, emergency management, preparedness, critical infrastructure security and resilience, and cybersecurity. Her expertise includes threat and risk trend analysis; assessing, developing, and executing security doctrine, strategy, policy, and plans; optimizing organizational development to address emerging risks, mission, and markets; designing and conducting stakeholder requirement analysis, outreach, and communications; and authoring executive reports as a subject-matter expert.

Previously, Ms. Neumann was privileged to serve on the Homeland Security Council at The White House, where she coordinated the development of the Federal Government's terrorism information sharing strategies and policies, including the architecture through which the Federal Government interacts with state and major urban area fusion centers. As part of the Domestic Counterterrorism Directorate, she supported White House Senior Staff during terrorism and homeland security threats and incidents. Later, she supported the Office of the Director of National Intelligence, and worked with the Departments of Justice and Homeland Security to develop the Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI) and the Building Communities of Trust initiative. The President recognized the latter initiative as innovative community-based models for countering violent extremism.

Ms. Neumann has assisted state and city Homeland Security Advisors and law enforcement to implement risk and capability-based homeland security planning and to establish fusion centers--including facilitation of regional working groups consisting of local, state, and federal law

Elizabeth Neumann

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enforcement, fire, emergency management, public health, and public works officials and private sector representatives to develop multi-disciplinary information flows.

In the past five years, Elizabeth has lived in Washington, D.C., Denver, and Seattle. She currently resides in Dallas with her husband and two children. In her free time, she enjoys keeping up with international affairs, international travel, and mountain climbing.

PROFESSIONAL EXPERIENCE

Managing Director, Sunesis Consulting, LLC (2013 – Present)

Sunesis Consulting is an emerging risk and security management consulting firm. As Managing Director, Ms. Neumann leads the firm's bid and proposal activities, manages client relationships, and conducts business strategy and management activities, including managing human, financial, and information resources. For clients, she provides subject matter expertise and project management for government and private sectors, focusing on policy and strategy, organizational assessment, and stakeholder engagement. Examples include:

- The World Bank: Assessed the World Bank Group's crisis communications protocols and provided recommendations and a planning tool to address large-scale cyber incidents. Developed and delivered a training session for the Information and Technology Solutions Communications Team.
- DHS, National Protection and Programs Directorate(NPPD):
 - Office of Infrastructure Protection (IP): Providing subject-matter expertise, project planning and management, organizational realignment, policy development, and facilitation services to develop and implement IP's Regionalization Plan.
 - IP, National Infrastructure Coordinating Center (NICC): Developed a strategy for IP to obtain the data necessary to achieve the mandate laid out in Presidential Policy Directive-21 for a near real-time critical infrastructure situational awareness capability.
 - IP: Developed a Framework for Information Sharing with the Private Sector.
 - Office of Cyber Security & Communications (CS&C): Assisted the implementation of the Einstein 3 Accelerated program by identifying stakeholder requirements and developing communication and outreach strategies and materials.
- Department of Homeland Security (DHS), Federal Emergency Management Agency(FEMA)
 - National Integration Center (NIC): Providing subject-matter expertise in the development of the 2015 Strategic National Risk Assessment (SNRA). Developed four qualitative assessments that supported the SNRA.
 - Office of Policy and Program Analysis (OPPA), Policy Division: Manage the FEMA-wide Policy Inventory and produce quarterly assessments.
 - OPPA, Policy Division: Developed and executed a process to review, summarize and assess FEMA's core legislative authorities, strategic priorities, Executive Orders, Presidential Policy Directives and FEMA agency-wide policies; managed the team's implementation of the methodology; developed recommendations regarding whether a given internal policy should be maintained, sunsetted, updated, or whether multiple policies should be consolidated; provided recommendations on improving FEMA's existing policy business processes to transition OPPA into a customer-oriented coordination body that promotes collaborative development and implementation of FEMA-wide policy guidance and products; and developed Standard Operating Procedures (SOPs) for the Policy Division to manager their policy inventory and facilitate review of various documents.
- DHS, Office of Policy: In support of the 2013 Quadrennial Homeland Security Review, conducted research for, drafted sections of, and edited a study on Public-Private Partnerships (PPP) that evaluated the environmental factors that affect the creation and success of PPPs and the possible

Elizabeth Neumann

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alignment of public and private sector interests and common desired outcomes related to homeland security.

- Conducted a financial services cybersecurity information sharing study for a global banking and financial services company focused on mechanisms through which classified information is exchanged between the public and private sectors.
- Developed Concept Notes on several projects aligning international governmental organizations and business to address development challenges in emerging economies.
- Provided research and advice to a client assisting a major IT provider in their response to the National Institute of Standards and Technology (NIST) Request for Information related to the Cyber Security Framework and the Commerce Department Notice of Inquiry regarding incentives pursuant to the Executive Order on Improving Critical Infrastructure Cybersecurity.

Homeland Security and Intelligence Policy Advisor (2011-2012)

- Advise government and private sector clients on the development and execution of homeland security, counterterrorism, and information sharing strategies, policies, and plans, and provide project management and communications support to clients.

Director of Stakeholder Engagement (2009-2011) and State and Local Government Counterterrorism Advisor & Outreach Specialist (2007-2009), Office of the Program Manager, Information Sharing Environment (PM-ISE) / Office of the Director of National Intelligence (ODNI)

- Served on the PM-ISE Leadership Team, providing counsel in a dynamic environment to the Presidential Appointee and senior leadership on policy, strategy, and communications, as well as homeland security efforts of state and local governments.
- Developed critical initiatives, in partnership with FEMA and other DHS officials, to support national-level counterterrorism efforts including the role of State and Major Urban Area Fusion Centers in the domestic counterterrorism framework and the Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI).
- Authored, in close partnership with FEMA officials, foundational policy documents for fusion centers: *Baseline Capabilities for State and Major Urban Area Fusion Centers* and the *Critical Infrastructure and Key Resources Protection Capabilities for Fusion Centers*.
- Created and launched the Building Communities of Trust Initiative, recognized as an innovative community-based model for countering violent extremism in a Presidential Strategy (Aug 2011). To develop and test the model, Ms. Neumann organized multiple roundtable discussions hosted by state and local governments across the country and documented the processes and lessons learned necessary for a successful community-led initiative.
- Developed implementation plans for the 2007 National Strategy for Information Sharing.
- Managed the PM-ISE's Communications and Outreach Team; responsible for strategy, messaging, stakeholder analysis and outreach, and press and legislative affairs.
- Built coalitions with: military, intelligence, diplomatic, homeland security, law enforcement, public safety communities, and State, local, and tribal governments, and the private sector.

Homeland Security Policy Advisor, Strategic Policy Partnership (2006-2007)

- Advised state and local government and private sector officials on the development and execution of preparedness strategies, policies, and plans to prevent, protect against and respond to catastrophic events with a focus on counterterrorism, homeland security, law enforcement, information sharing, and critical infrastructure.
- Facilitated regional working groups consisting of local, State, and Federal law enforcement, fire, emergency management, public health, and public works officials and private sector representatives to develop multi-disciplinary information flows in a fusion center.
- Advised the State of Michigan's Homeland Security Director and the City of Detroit's Homeland

Elizabeth Neumann

(b)(6)

DHS-001-656-000200

Security Advisor on the implementation of risk and capability-based Homeland Security Planning and their establishment of fusion centers.

- Served as a federal homeland security subject-matter expert for a major rail security project in New York City: the redevelopment of Penn Station.
- Provided advice and counsel on issues related to homeland security to U.S. Congressional Staff, Private Sector Officials, U.S. State and Federal Government Officials, and a foreign city's Law Enforcement Agency.

Associate Director, Domestic Counterterrorism Directorate, Homeland Security Council (HSC), The White House (2004-2006)

Executive Assistant to the Assistant to the President for Homeland Security, The White House (2003-2004)

- Served as the HSC's lead advisor for terrorism information sharing and prevention policy.
- Worked closely with a number of operational personnel in the law enforcement, intelligence and homeland security fields to identify needed reforms and draft policy considered practical and results-oriented by the "boots on the ground".
- Coordinated and drafted portions of the White House legislative and policy responses to the 9/11 Commission Report, the Weapons of Mass Destruction Commission Report, and portions of the legislation that became the Intelligence Reform and Terrorism Prevention Act of 2004.
- Led and coordinated the development of policy to meet the President's responsibilities to establish the terrorism Information Sharing Environment.
- Led the interagency policy processes for several homeland security policy initiatives and negotiated interagency and intergovernmental agreements.
- Supported the development of the White House and interagency incident management plan for the 2004 election, the Inauguration, and the 2005 State of the Union.
- Drafted policy and decision memoranda for the President.
- Worked extensively with officials from the National Security Council, Office of Management and Budget, the Departments of Homeland Security, Justice, Defense, State, and Treasury, the Federal Bureau of Investigation, the Central Intelligence Agency, the Office of the Director of National Intelligence, the National Counterterrorism Center, and State and local law enforcement, homeland security and emergency management agencies.

Staff Assistant, Counsel to the President, The White House (2003)

- Conducted research and analysis in support of the White House Associate Counsels, and supported the Counsels in responding to the 9/11 Commission.

The President's Faith-Based & Community Initiative: Associate Director for Outreach and Strategy, U.S. Department of Education (2002) and Assistant for Strategic Policy and Communications, U.S. Department of Housing and Urban Development (HUD) (2001-2002)

- Developed a report for The White House, documenting the legal and policy barriers to faith and community organizations' participation in the federal grant processes.
- Developed an outreach strategy resulting in a series of White House sponsored-conferences.

Staff Assistant, Presidential Inaugural Committee (2001), and Associate, Press Office, Bush-Cheney Campaign (2000)

YEARS OF EXPERIENCE	16	(b)(6);(b)(7)(C)
EDUCATION		

Bachelors of Arts in Government, University of Texas at Austin, 2005

Elizabeth Neumann

(b)(6)

DHS-001-050-000201

RUSSELL N. NEWELL

(b)(6)

SUMMARY

A diligent and results-oriented communications and public relations professional with extensive experience working directly with corporate, government, and military institutions and leaders. Expertise in speechwriting, strategic planning, media relations, marketing, government policy, print and online news outlets, Congressional relations, political campaigns, and promotional materials. Blends strong interpersonal and written skills to define and promote communications goals and plans with transparency and concision.

EXPERIENCE

THE WALT DISNEY COMPANY

Director, Executive & Corporate Communications, Disney/ABC Television Group

Burbank, CA
2012 – Present

Write external and internal communications for the President of Disney|ABC Television Group and Co-Chair of Disney Media Networks, members of the executive team, and Disney|ABC talent. This includes keynote speeches, talking points, statements, scripts, briefings, and interview prep materials. Design engagement strategies, provide media training, and find and pitch speaking opportunities for leadership to best highlight initiatives and goals of the Company.

- Shaped Anne Sweeney and Disney|ABC's narrative as leaders moving the television industry forward in the digital age. This message was echoed in various feature articles, including in *Success*, *Fortune*, *Forbes*, and *The Hollywood Reporter's* annual "Women in Entertainment Power 100" which ranked Ms. Sweeney #1 for four consecutive years.
- Led first year communications strategy for new president of Disney ABC Television, Ben Sherwood. This included drafting new vision, values, and key priorities statements, designing and introducing new employee initiatives, and creating and executing a targeted external communications engagement plan.
- Launched an initiative to provide opportunities for collaboration across the Walt Disney Company by setting up a program for the Disney|ABC communications team to meet with colleagues across the enterprise to share ideas and best practices, spark partnerships, and foster innovation. This has catalyzed collaboration between multiple groups and driven positive results in promotion and marketing, immersive storytelling, crisis communication, branding, and corporate citizenship.
- Collaborated with the Walt Disney Company's Learning & Development team to establish a Leadership Speaker Series, a platform for Disney ABC leaders to share insights with employees across the Company. Also worked with Disney ABC Learning & Development to produce a more coherent and inspiring narrative for employee orientation.
- Re-established Disney ABC's corporate social media presence to promote company news, accomplishments, and initiatives. Aligned Disney ABC corporate social media with other Disney|ABC divisions, including publicity, recruiting, and programming, to echo and amplify all messaging. Since September, 2013, the Disney|ABC Twitter page has organically gained more than 9,000 followers. The Disney|ABC Facebook page has gained more than 242,000 "likes" and exponentially expanded its reach.
- Represented Disney|ABC to multiple external and Walt Disney Company audiences, giving presentations on Disney Media Networks.

U.S. CHAMBER INSTITUTE FOR LEGAL REFORM
Director, Communications and Media Relations

Washington, D.C.
2011

Created and managed production of internal and external communications material, including speeches, PowerPoint presentations, media talking points, blogs, editorials, commentaries, releases, letters to the editor, and member e-mails for the country's most influential and successful advocate for civil justice reform. Led public relations outreach efforts by pitching stories to reporters, responding to media queries, and setting up and prepping senior leadership for media interviews. Pitched and placed op-ed in *Chicago Tribune*, achieving widest-circulated placement for organization to date. Secured articles in *Roll Call*, *Metropolitan Corporate Counsel*, *National Law Journal*, and *Bloomington Pantagraph*.

- Managed all media outreach and written materials for Annual Legal Reform Summit, including day-long script for the event, three blogs, a press release, and multiple tweets. Outreach efforts resulted in 19 news articles and blog posts, including pieces at *ABC News*, *Legal Times*, *The Hill*, and *Roll Call*.

STRATEGIC SOCIAL
Senior Media Advisor for Multi-National Forces-Iraq

Baghdad, Iraq
2009-2010

Provided strategic communications counsel for Major General Stephen Lanza, director of strategic effects and spokesperson for U.S. Forces-Iraq, and other General Officers during critical time in Iraq's history. Trained Major General Lanza as media spokesperson and prepared for five to six media engagements per week, including print, radio, and television. Devised media strategies and provided press assessments, media outreach and coordination, talking points, and speeches for U.S. leadership to communicate policy and mission in Iraq to multiple audiences, including regional U.S. families, Washington, D.C. policy makers, and Pan Arab and Iraqi citizens. Assessed and adjusted to meet constantly changing and unpredictable environment.

- Helped spokesperson shape media coverage of important events and issues in Iraq, from security situation, to evolving role of U.S. forces.
- Coordinated a media blitz of interviews for the spokesperson with nine outlets to provide an accurate picture of the security situation and to put violence in context after early news outlets reported major violence in Baghdad on Iraq's historic national election day. Saw media begin reporting about safety of polling sites, leading to 62% of Iraqi population voting.

OVERSEAS PRIVATE INVESTMENT CORPORATION
Research Specialist, Office of the President

Washington, D.C.
2008-2009

Served as senior communications advisor to President and CEO Robert Mosbacher. Conceived, designed, and wrote three educational and promotional booklets to memorialize OPIC's efforts in Africa, Latin America, and the Middle East, distributed to nearly 10,000 partners, business owners, non-profit organizations, and foreign leaders on trade missions, at conferences, and in mailings.

DEPARTMENT OF STATE
Public Affairs Specialist, Bureau of Oceans, Environment, and Science (OES)

Washington, D.C.
2007-2008

Wrote 51 speeches, three op-ed pieces, and various scripts for the Assistant Secretary of OES. Proactively pitched and coordinated interviews for internal and external broadcasts, webcasts, and podcasts. Led State Department's 2007 Earth Day activities by organizing international art contest.

- Negotiated with Walt Disney World to fly Mickey Mouse to Washington and supply grand prize for event with 600 children. Wrote *State Magazine* cover story on contest, as well as an op-ed distributed to 40 embassies for publication.
- Organized series of events in Miami, Florida with actress Bo Derek to highlight illegal wildlife trafficking. Set up four television one-on-one interviews, three radio interviews, speaking event with more than 100 audience

members, press conference, and briefing on trafficking with Assistant U.S. Attorney. Generated press stories in the *Miami Herald*, *Sun-Sentinel*, *Palm Beach Post*, CBS Channel 4, NBC News Channel 6, and Fox News Miami.

DEPARTMENT OF THE INTERIOR

Senior Speechwriter for Gale Norton and Dirk Kempthorne, Secretaries of the Interior

Washington, D.C.

2006-2007

Wrote all speeches, op-eds, and talking points for the Secretary and Deputy Secretary of the Interior. Coordinated with multiple bureaus within the agency to echo and amplify Secretary's messages.

OFFICE OF GOVERNOR JEB BUSH

Chief Speechwriter for Florida Governor Jeb Bush

Tallahassee, Florida

2005-2006

Wrote more than 100 speeches as well as editorials, letters, and statements on health care, education, trade, economic development, dedications, and gubernatorial budget. Managed and mentored deputy speechwriter and research assistant.

- Managed the speechwriting process and coordinated with multiple offices and agencies to produce consistent, powerful, timely remarks under tight deadlines for Governor Bush.

UNITED STATES DEPARTMENT OF HOMELAND SECURITY

Speechwriter, Office of Public Affairs

Washington, D.C.

2004-2005

Served as speechwriter for Tom Ridge, Secretary of the Department of Homeland Security, and Admiral James Loy, Deputy Secretary of the Department of Homeland Security.

Prepared PowerPoint and written presentations on funding, procurement, DHS structure, immigration, crisis communications and Citizens Corps/Ready Campaign. Wrote speeches for director of the office of state and local government coordination.

OFFICE OF THE GOVERNOR, COMMONWEALTH OF MASSACHUSETTS

Correspondence Aide, Office of External Relations

Boston, Massachusetts

2003-2004

Wrote external and internal communications for Governor Mitt Romney and Lieutenant Governor Kerry Healey. Wrote speeches for Lieutenant Governor and Chief of Commerce and Labor for Massachusetts. Served as contributing writer to Lieutenant Governor's inaugural address at State House swearing-in ceremony.

ROMNEY FOR GOVERNOR

Campaign Staff

Boston, Massachusetts

2002

Wrote press releases, media advisories, and "Off the Record" campaign newsletter distributed to 3,500 people via email. Designed and placed advertising. Led newspaper advertising strategy to heighten campaign ticket's presence in ethnic and minority communities in greater Boston area.

ADDITIONAL EXPERIENCE

FIDELITY INVESTMENTS, Merrimack, New Hampshire, *Client Services Manager and Brokerage Representative*, 1996-1999. Placed equity trades and explained intricacies of order types, stock market functions, economic data and indicators, as well as company policies and procedures.

EDUCATION

BOSTON UNIVERSITY, COLLEGE OF COMMUNICATION, Boston, Massachusetts

M.S. Print Journalism

PROVIDENCE COLLEGE, Providence, Rhode Island
B.A., English

EMILY PAULINE NEWMAN

(b)(6)

- LAW & POLICY EXPERIENCE -

Senate Committee on Indian Affairs

Counsel, Chairman John Hoeven (R-ND), Jan. 2017 - Present, Washington, DC

Counsel, Chairman John Barrasso, M.D. (R-WY), March 2015 - Jan. 2017, Washington, DC

- Leading oversight and legislative efforts to overcome longstanding policy and operational deficiencies within the Departments of Interior, Justice, Treasury and Health and Human Services. Building coalitions to improve conditions in Indian communities by reforming the Indian Health Service and federal land acquisitions; fighting substance abuse and suicide; and promoting public safety, economic development and freedom from excessive government regulation.
- Representing the Chairman in negotiations and meetings with administration, industry, state, tribal and advocacy leaders.
- Advancing the Committee's agenda through press calls, roundtables and presentations to large national conferences.

House Committee on Energy and Commerce, Subcommittee on Oversight and Investigations

Counsel, Chairman Fred Upton (R-Mich.), May 2014 - March 2015, Washington, DC

- Led high-profile investigations on Obamacare, detention and resettlement of alien children and families, vaccine efficacy and development, emergency preparedness and response plans, waste management, critical infrastructure and benefits eligibility.
- Exposed severe waste, fraud, abuse and other illegal activities by federal actors, including the White House.
- Conducted meetings and negotiations with the administration, whistleblowers, subject experts and press outlets.

Sidley Austin LLP

Attorney, Government Strategies Group, May 2013 - May 2014, Washington, DC

- Co-authored a U.S. Supreme Court amicus brief that advanced the winning argument in a political free speech case.
- Advised multi-billion dollar corporations, startups and trade associations in the Healthcare, Food and Drug, Energy, Telecommunications and Agriculture industries on matters of law, policy and politics.
- Guided clients through congressional investigations and advanced client objectives through legislation and rulemakings on intellectual property, cyber security, drugs and medical devices, physician payments and mental health.

House Committee on Energy and Commerce, Subcommittee on Health

Legal Extern, Chairman Fred Upton (R-Mich.), May - Dec. 2011, Washington, DC

- Helped draft a U.S. Supreme Court amicus brief supporting a legal challenge to Obamacare.
- Developed letters, talking points and hearing questions on Obamacare, medical device and food regulation, drug shortages, Medicare and Medicaid, physician payment reform and emergency preparedness legislation.

The Catholic University of America, Columbus School of Law

Teaching Fellow and Research Assistant, Professor Robert A. Destro, Apr. 2010 - May 2012, Washington, DC

- Collaborated with professor to draft a determinative U.S. Supreme Court amicus brief on taxpayer standing and school choice, design and teach unconventional constitutional law courses and revise a legal textbook on religious liberty.

- COMMUNITY LEADERSHIP & SERVICE -

Dickinson College, Office of Religious Life and Community Service

Chief of Staff, July 2008 - June 2009, Carlisle, PA

- Managed all college service programs, supervising 15 budgets and mobilizing 100+ students.

Civic Engagement

- *Recent Political Activity*, 2016 Election: Philadelphia 72 Hour Task Force, Republican National Lawyers Association (RNLA); Delegate, County and State Conventions, Republican Party of Virginia; Member, Fairfax County Republican Committee.
- *Professional Associations*: Virginia Bar Association; Virginia State Bar; Federalist Society; Heritage Foundation; RNLA

- EDUCATION -

The Catholic University Of America, Columbus School Of Law

Juris Doctor with academic and pro bono honors, 2012, Washington, DC

- Co-Curricular: The Journal of Contemporary Health Law and Policy, Innocence Project Clinic; Federalist Society

DHS-17-0550-B-000088

Dickinson College

Bachelor of Arts in Sociology, Gender Studies minor and academic, leadership and pro bono honors, 2009, Carlisle, PA

- Co-Curricular: Alpha Phi Omega; The Boy Scouts of America; The Bonner Foundation; Habitat for Humanity

SUMMARY OF EXPERTISE:

The Honorable Kirstjen Nielsen is an internationally recognized expert in risk management and resilience with a focus in the areas of homeland security policy and strategy, cybersecurity, critical infrastructure, and emergency management. Recently named by Security Magazine to be among 2016's "Most Influential People in Security", she has worked in the homeland security sector for more than two decades. She is currently the President of Sunesis Consulting, LLC, an emerging risk and security management consulting firm she founded. Previously she served as a Presidential advisor, an official in the Departments of Homeland Security and Transportation, a Congressional staff member, and a corporate attorney. Ms. Nielsen has created and managed multiple organizations in government and in the private sector and served clients in both sectors as a management consultant, and thought leader/subject matter expert. Working at the crossroads of policy, strategy, risk, and operational environments, she has a unique blend of operational and enterprise perspectives on policy and strategy development, organizational development and management, mission execution, the importance of stakeholder outreach and communications, and the role of technology as an enabler and force multiplier.

Ms. Nielsen recently completed her tenure as the appointed Chair of the World Economic Forum's (WEF) Global Agenda Council on Risk and Resilience and serves as a civil expert for NATO, advising on cybersecurity and the creation and use of public-private partnerships to address transglobal risks. She is also a Senior Fellow at the Center for Cyber and Homeland Security at the George Washington University, a credentialed risk expert through RANE: the Risk Assistance Network + Exchange, a Member of the East West Institute's Breakthrough Group on Strengthening Critical Infrastructure Resilience, an Advisory Board Member for the State of Colorado's Cyber Institute, and a Safety and Security Advisory Board Member for the Center for Naval Analysis. A frequent author and international speaker on cybersecurity challenges and resilience approaches at such events as the WEF's annual meeting in Davos, the World Congress on IT, and the Warsaw Security Forum. She is currently leading a global initiative to address emerging systemic cyber risks and the related potential consequences to critical infrastructure.

PROFESSIONAL EXPERIENCE:**Sunesis Consulting, LLC****Founder and President****(2012–Current)**

- Founded Sunesis to provide tailored advice and guidance to senior government officials and private sector, non-profit, and non-governmental organizations in homeland and national security matters.
- Develops, assesses and executes preparedness strategies, policies, plans, tools and exercises to prevent, protect against, respond to, mitigate, and recover from all hazard events with a focus on cybersecurity, critical infrastructure and emergency preparedness and response.
- Identifies and analyzes global emerging threats and risk trends related to terrorist attacks, major natural disasters, and other emergencies.
- Assesses security and preparedness programs and protocols and develops recommendations to address any gaps or inefficiencies, ensure continuity and strengthen resiliency.
- Example clients include the U.S. Departments of Homeland Security, Defense and Energy, the World Bank, a major global financial services institution, State emergency management agencies, a major electricity utility, a Fortune 50 computer software company, a data analytics firm, and a major professional services firm.

Civitas Group**President, Homeland and National Security Solutions, and General Counsel****(2007–2012)**

- Launched and led a new business line to advise government and private sector entities in ensuring security, continuity and the provision of services in the face of evolving all hazard risks.
- Oversaw government compliance, corporate transactional law, and the sale of the company as the corporate General Counsel.
- Example clients included U.S. Federal Departments, an allied Asian government, a non-profit organization dedicated to addressing trade, transportation, and security issues, Class I railroad, city governments, and international law enforcement agencies.

Homeland Security Council, The White House

Special Assistant to the President & Senior Director for Prevention, Preparedness, Response (2005–2007)

Director for Preparedness (2004–2005)

- Advised the President and White House senior staff on homeland security prevention, preparedness, response and recovery policies, strategies and programs.
- Led and oversaw all aspects of government policy development/implementation related to critical infrastructure protection, security and resilience, civilian government and private sector cybersecurity, emergency preparedness and response, counterterrorism, information sharing, homeland security grants, and continuity of government.
- Served as the White House crisis manager, coordinating White House efforts for major domestic events and emergencies, and oversaw the Presidential Disaster Declaration process for Presidentially declared disasters and emergencies.
- Chaired five Policy Coordination Committees comprised of Assistant Secretaries and Under Secretaries throughout the Federal government to develop and oversee the implementation of federal homeland security policy focused on cybersecurity, critical infrastructure, information sharing, preparedness, incident management and response, and training and exercises.
- Authored and coordinated a dozen Homeland Security Presidential Directives, Executive Orders/Directives and homeland security strategies.
- Articulated policy priorities for and facilitated the development of recommendations to the President from two Presidential advisory boards, the National Infrastructure Advisory Council and the National Security Telecommunications Advisory Council.

Transportation Security Administration, U.S. Department of Homeland Security

Senior Legislative Policy Director, Office of Security Regulation and Policy

(2002–2004)

- Created and managed the Office of Legislative Policy.
- Drafted transportation security related legislation, Congressional testimony, and responses to hearing questions, and participated in Congressional briefings.
- Created and managed the TSA Liaison Office, serving as the TSA liaison to and coordinating all TSA-related audit inquiries from the DHS Inspector General and the Government Accountability Office.

Haynes and Boone, LLP

Associate, Corporate Practice Group and International Working Group

(1999–2002)

Negotiated and drafted documentation of acquisitions of both assets and stock of companies, mergers, and venture capital transactions.

Collier, Shannon, Rill and Scott

Summer Associate

(1998)

Drafted legal memoranda on various anti-trust and communications legal issues.

Office of General Counsel, Office of the Secretary of Defense, U.S. Department of Defense

Legal Honors Intern

(1997)

Drafted international agreements between the United States and former Soviet Union and eastern European countries in the area of non-proliferation.

Office of U.S. Senator Connie Mack

Legislative Correspondent

(1995–1996)

Researched and monitored the status of transportation, defense, and foreign affairs legislation and addressed constituent needs and requests.

Jamie Wilson for Florida State Senate

Campaign Manager

(1994)

Directed public relations, organized fundraisers, developed mass mailings, organized volunteers, researched issues, and prepared candidate for interviews, debates, and public appearances.

AWARDS, APPOINTMENTS, AND MEMBERSHIPS

- “The Most Influential People in Security”, Security Magazine, 2016
- Advisory Board Member for the World Economic Forum Global Risks Report, 2016-present
- Advisory Board Member for the State of Colorado’s Cyber Institute, 2016-present
- Advisory Board Member, RES/CON, Greater New Orleans, Inc., 2016-present
- Member of the East West Institute’s Strengthening Critical Infrastructure Resilience, 2015-present
- Civil Expert to NATO, 2015- present
- Selected and credentialed as risk expert, Risk Assistance Network + Exchange, 2015-present
- Chair, World Economic Forum Global Agenda Council on Risk and Resilience, 2014-2016
- Member, World Economic Forum Global Agenda Council on Catastrophic Risk, 2011-2014
- Senior Fellow, Center for Cyber and Homeland Security, George Washington University, 2014-present
- Advisory Board Member for the Center for Naval Analysis Safety and Security, 2013-2016
- Member, Homeland Security Advisory Council, Penn State, 2011-2014
- Senior Fellow, Homeland Security Policy Institute, George Washington University, 2010-2014
- Commissioned by President George W. Bush as Special Assistant to the President for Homeland Security, 2005-2007
- Certificate of Appreciation, DHS Office of Infrastructure Protection, 2007
- Certificate of Appreciation, DHS Transportation Security Administration (TSA), 2004
- Outstanding Service on Behalf of TSA Award, 2004
- Silver Medal Award for Transportation Security, 2003
- Member, State Bar of Texas, 1999-Present

PUBLICATIONS:

Frequent author of studies, articles, and white papers on such varied security topics as systemic cyber risk, global risks, Ebola, the Nepal earthquake, the quantification of cyber threats, protection of the U.S. electric grid, cyber resilience and Hurricane Katrina. Full list of publications available upon request.

EDUCATION:

- J.D., University of Virginia Law School, 1999
- B.S., Foreign Service, Georgetown University, 1994
- Certificate of Japanese Studies, Nanzan University, Center for Japanese Studies, Nagoya, Japan, 1992

(b)(6);(b)(7)(C)

KATHY NUEBEL KOVARIK

(b)(6)

GOVERNMENT CAREER EXPERIENCE

Senate Committee on the Judiciary (2 years)

- *Professional Staff, January 2015 – present*
- *Lead Staff on Finance Committee Issues Pertaining to Child Welfare, January 2011-present*
- *Liaison to Appropriations Committee for issues under Judiciary jurisdiction*

Senate Caucus on Foster Youth (3 years and 4 months)

- *Staff Director, July 2013 – present*

Senator Charles E. Grassley (17 years)

- *Legislative Assistant, April 2001 – January 2015*
- *Legislative Correspondent, April 1999 – March 2000*
- *Staff Assistant & Tour Coordinator, July 1998 - April 1999*
- *Intern for Administrative and Scheduling Departments, May – July 1996*

DAILY RESPONSIBILITIES AS COMMITTEE PROFESSIONAL STAFF AND LEGISLATIVE ASSISTANT TO SENATOR GRASSLEY

- Advise the Senator on various policy issues, including immigration, appropriations, public health, abortion/life issues, foster care, adoption, welfare, financial services
- Identify and evaluate the advantages and disadvantages, risks and benefits, or strengths and weaknesses of particular policy proposals
- Write, analyze, track and negotiate legislation in issue areas
- Write speeches to give on the Senate floor, during committee hearings, markups, and public engagements
- Write memos, taking points, and press releases
- Participate in meetings with cabinet members, dignitaries, industry representatives and constituents
- Oversee executive branch activities, rules and regulations
- Meet, listen, respond, and discuss issues with constituents and interest groups
- Make routine visits to companies and organizations in Iowa that are impacted by federal legislation
- Consult with colleagues on funding issues that impact the State of Iowa, cities, businesses, non-profits, and educational institutions
- Manage and train legislative interns

LEGISLATIVE HIGHLIGHTS

Homeland Security and Immigration

- Point person for the Chairman of the Senate Committee on the Judiciary which is responsible for all immigration policies; author, track, and approve legislation that involves immigration, border security, visa and refugees policies; work with Committee on Appropriations regarding funding levels; coordinate with various committees to clear provisions in the Judiciary Committee jurisdiction; communicate and collaborate with all offices to ensure consistent caucus positions; work with whistleblowers, constituents and federal agencies on a daily basis.
- Led the committee mark-up and floor debate on the immigration bill of 2013; instrumental in committee mark-up and floor debate on comprehensive immigration reform in 2006 and 2007; involved in post-9/11 oversight and reforms, including the creation of the Department of Homeland Security.
- Authored legislation brought to the floor for vote dealing with sanctuary cities and mandatory minimums for illegal reentry; helped author legislation dealing with temporary entry provisions in trade agreements, border security, gangs, student visas, visa revocations, immigrant investors, high skilled workforce, unaccompanied alien children, trafficking and violence against women.
- Expert in E-Verify; EB-5 immigrant investor program; guestworker programs; immigration benefits; international adoptions; and refugee resettlement; active on legislation in all visa programs, particularly for highly-skilled, agricultural, seasonal, inter-company transfers, students and exchange visitors.
- Conduct rigorous oversight; develop Republican caucus strategies; manage committee hearings; initiate letters to Executive Branch officials about policies and practices; work with the Government Accountability Office on audits and reviews; lead investigations on fraud and abuse in various programs.

Banking and Financial Services – extremely knowledgeable about banking, housing, insurance, securities and consumer issues, including interchange and credit card regulations, small business lending, credit unions, auto financing, the Federal Reserve, Fannie Mae, and the Consumer Financial Protection Agency; advised the Senator on the Dodd-Frank Wall Street Reform Act of 2010; the Credit Card Reform Act of 2009; the Troubled Asset Relief Program in 2008, the Housing and Economic Recovery Act of 2008; influenced auto dealership closings in 2008; led the Senator's foreclosure prevention summit in 2008; authored commemorative coin bill for the Future Farmers of America and America's Agricultural Heritage Area.

Finance Committee and Child Welfare— manage the Senator's Foster Youth Caucus; lead caucus events and briefings on a variety of topics all year long; responsible for welfare, TANF, foster care and adoption issues; knowledgeable about child support enforcement, child welfare financing, and child care legislation; led panel briefings on finance reform, trafficking of foster youth, educational stability, substance abuse, trauma informed care, licensing standards, and transition to adulthood; twice authored Senator's bill to reauthorize grants to improve the safety, permanency and well-being of children who are likely to be removed from their homes because of parental substance abuse; authored legislation dealing with aging-out youth and placement of youth across State lines; assist in casework that requires cooperation of Iowa's state government or HHS.

Appropriations— point person for office on annual spending bills; responsible for tracking amendments and coordinating with appropriate staff; annually process over 350 requests for earmarks; responsible for increased transparency requirements and compliance with evolving ethics rules; worked on high profile projects including construction of the Cedar Rapids

Courthouse, Earthpark, National Guard readiness centers, economic development projects in various cities, and defense-related initiatives.

Public Health – advised on policies and funding levels for all health programs, particularly heart disease, breast cancer, ALS, diabetes, prostate cancer, and community health centers; assisted with legislation dealing with FDA regulation over tobacco, Older Americans Act, National Institutes of Health, disease prevention, abortion, human cloning and stem cell research policies.

OTHER PROFESSIONAL EXPERIENCE

Accenture, Government Relations, Executive Assistant, March 2000 - April 2001

- Tracked legislation that affected the company and the consulting industry
- Assisted in scheduling meetings on Capitol Hill for company executives
- Helped administer the company's Political Action Committee, including campaign events in 2000
- Created newsletters on internal transition issues from Anderson Consulting to Accenture
- Managed, organized, and submitted invoices for office activities
- Arranged domestic and international travel and appointments for executives

PERSONAL HIGHLIGHTS

- Worked on Senator Grassley's bi-annual Ambassador's Tour of Iowa in 2003, 2005 and 2007
- Volunteered during Iowa Caucuses and New Hampshire Primary, 1998; volunteered in Iowa for George W. Bush for President and Jim Nussle for Governor, 2004
- Led Republican Hispanic Task Force efforts
- Traveled on official staff trips to Japan, the United Kingdom, the U.S.-Mexican border, and Tanzania
- Fluent in Spanish
- Member of Board of Directors for the Senate Employee Child Care Center

EDUCATION

- Denison University, Granville, Ohio, Bachelor of Arts in Spanish and Political Science, 1994 - 1998
- University of Valencia, Spain, via University of Virginia's Hispanic Studies Program, 1996-1997

LORA L. RIES

(b)(6)

SUMMARY

Senior-level professional with 20 years' experience in homeland security; immigration law, policy, operations, IT; and government relations. Over ten years' experience in the federal government – in both the executive and legislative branches, including a Presidential Transition. Six years in the federal IT Services arena with a Fortune 500 company. Lobbyist with a small, successful government relations firm, representing travel, trade, sports, and IT clients. Published writer with excellent editing skills.

EXPERIENCE

2016 to Present

Trump for America Presidential Transition

DHS Agency Action & Immigration Policy Implementation Teams Washington, D.C.

- Department of Homeland Security (DHS) Landing Team
- Review DHS components, executive orders, regulations, and priorities to prepare, and make recommendations to, the Trump Administration
- Draft immigration policy implementation papers

2010 to Present

CSRA/CSC

Senior Principal

Falls Church, Virginia

- Government Relations: liaison between homeland security, defense, civil and health, and intelligence groups and lobbyists
- PAC Manager: Transitioned CSC PAC to new company, CSGov, and launched CSRA PAC, increasing number of members and contributions to candidates
- Homeland Security Group: co-wrote successful proposals, white papers, and strategies
- Advocated for IT immigration reform provisions in 2013 Comprehensive Immigration Reform with House and Senate
- Awarded CSC Papers Winner: *Modernizing the Global Visa Environment*

2007 to 2010

Monument Policy Group, LLC

Vice President and Senior Counsel

Washington, D.C.

- Successfully lobbied Congress and DHS/CBP to include ESTA Travel Fee in Travel Promotion Act and regulation for Travel Promotion Corporation
- Successfully lobbied Congress and DHS/CBP to add APEC Business Travel Card to Global Entry Program for U.S. business travelers

2005 to 2006

Department of Homeland Security – Border and Transportation Security

US-VISIT Program Office

Arlington,

Virginia Acting Director/Deputy Director, Mission Operations

- Recognized by FBI/CJIS Director for significantly improving agency relationship between US-VISIT and FBI/CJIS to successfully deliver interoperability between criminal and immigration biometric systems
- Launched Law Enforcement and Intelligence Information Management branch
- Managed IDENT, ADIS, and Data Integrity Groups, providing visa overstay data

EXPERIENCE (continued)

- 2003 to 2005* **Department of Homeland Security - Border and Transportation Security**
Office of the Under Secretary Washington,
D.C. Policy Director for Immigration – Presidential Appointment
- Launched US-VISIT Entry at ports of entry and co-drafted implementing regulations. US-VISIT was lauded for most successful post-9/11 implementation in federal government.
 - Identified and implemented visa policy changes under new Homeland Security visa authority with the State Department
 - Stood up new policy organization in new department
- 2000 to 2003* **U.S. House of Representatives - Committee on the Judiciary**
Subcommittee on Immigration & Border Security Washington,
D.C. Counsel
- Co-drafted Homeland Security Act, resulting in new Department of Homeland Security
 - Drafted and advocated for INS Restructuring Act, which passed the House 405-9, and was included in Homeland Security Act
 - Co-drafted USA PATRIOT Act
 - Co-drafted Enhanced Border Security and Visa Entry Reform Act
 - Drafted the INS Data Management Improvement Act, requiring an Entry-Exit system and resulting in the creation of DHS US-VISIT Program Office
- 1998 to 2000* **Department of Justice - Immigration and Naturalization Service**
Office of District Counsel Arlington,
Virginia Assistant District Counsel
- Successfully prepared and prosecuted cases in deportation, exclusion, removal, and bond proceedings before the Immigration Court.
 - Wrote well-organized and clear motions, responses, and appellate briefs.
 - Counseled adjudication officers and inspectors regarding adjustment and naturalization cases.
 - Honored to have conducted naturalization ceremony
- 1996 to 1998* **Department of Justice - Executive Office for Immigration Review**
Board of Immigration Appeals Falls Church,
Virginia Attorney-Advisor - Attorney General's Honor Program
- Consistently exceeded performance expectations in writing proposed appellate decisions, often accepted by Board Members without edit
 - Developed new attorney training program

EDUCATION

Valparaiso University School of Law

Valparaiso, Indiana

Juris Doctor, May 1996

- Note Editor, **Valparaiso University Law Review**
- Mexican Legal Studies Summer Program, Mexico City, 1994

Valparaiso University

Valparaiso, Indiana

Bachelor of Arts, *Cum Laude*, May 1993

- Majors: International Economics and Cultural Affairs; Spanish
- Minor: Political Science
- International Studies Semester, Universidad de las Américas, Puebla, Mexico, 1992

STATE BARS

Illinois, 1996; Indiana, 1996

CERTIFICATION

The George Washington University School of Business
Associate's Certificate in Project Management, 2005

PUBLICATIONS

Lora Rics, *Implement Biometric Exit Before Hole is Exploited*, SECURITY DEBRIEF, October 1, 2013, <http://securitydebrief.com/2013/10/01/implement-biometric-exit-before-hole-is-exploited/#axzz2xpnXoq9X>.

Patrick Schambach and Lora Rics, *How to Address the Identification Issue of Immigration Reform*, ROLL CALL, May 31, 2013, http://www.rollcall.com/news/how_to_address_the_identification_issue_of_immigration_reform_commentary-225197-1.html.

Michael J. Petrucelli and Lora Rics, *Immigration Reform Needs Solutions for Identity Crisis*, ROLL CALL, May 9, 2013, http://www.rollcall.com/news/immigration_reform_needs_solutions_for_identity_crisis_commentary-224677-1.html.

Lora L. Rics, *B-Verify: Transforming E-Verify into a Biometric Employment Verification System*, 3 ALB. GOV'T L. REV. 271 (2010), http://www.albanygovernmentlawreview.org/Spring_Book_Ries.pdf.

Lora L. Grandrath, Note, *Illegal Immigrants and Public Education: Is there a Right to the 3 Rs?*, 30 VAL. U. L. REV. 749 (1996).

DIMPLE R. SHAH

(b)(6)

Bar Admissions: New York State and District of Columbia

SUMMARY

Results-driven attorney commanding over 10 years of diversified success in the legal arena, specializing in immigration law, national security, foreign affairs, and criminal law. Proven ability to handle litigation at a Federal level, issues of congressional and legislative concern, and effectively craft public policy. Adeptly coordinate with leadership in the House of Representatives and educate members of Congress on legislation being considered on the house floor. Proficient in drafting, evaluating, and negotiating legislation for introduction, hearings, and markups. Skilled in preparing and introducing legislation. Advise leadership offices and individual Members of Congress on relevant law and policy. Coordinate with House leadership and committees of jurisdiction on conducting oversight and investigations on matters of Congressional interest. Expertly handle sensitive matters while advising government officials and congressional representatives regarding existing and potential statutory and regulatory requirements effecting immigration, foreign affairs, national security, and criminal laws.

PROFESSIONAL EXPERIENCE

The House Committee on Oversight and Government Reform, Washington, DC July 2015-Present
Staff Director, National Security Subcommittee (Chairman Chaffetz), (7/16- Present)

At the direction of the Chairman, designs, manages, and coordinates the Committee's Republican agenda in the areas of defense, foreign policy, national security, and immigration. Handle hearings at both the full Committee and Subcommittee level regarding issues that impact National Security on topics such as radicalization in the United States and abroad, nuclear capabilities in Iran, security of U.S. embassies, terrorist travel and security risks within our immigration system, and contracting issues involving DHS and DOS.

Chief Counsel, National Security Subcommittee (Chairman Chaffetz) (7/15-7/16)

Expert on oversight and investigations involving the Department of State (DOS), Department of Homeland Security (DHS), Department of Defense, and other relevant agencies on matters that impact national security, foreign policy, and immigration law for chairs of the Committee and Subcommittee. Lead staffer on matters impacting DHS. Meet and communicate with stakeholders, private sector, and government entities representing various interests.

The House Judiciary Committee, Washington, DC January 2011-June 2015

Senior Counsel, Subcommittee on Immigration and Border Security (Chairman Goodlatte), (1/15-7/15)

Oversight Counsel, Subcommittee on Immigration and Border Security (Chairman Goodlatte), (1/13-12/14)

Counsel, Judiciary Committee, Subcommittee on Immigration Policy and Enforcement (Chairman Smith), (1/11-1/13)

Lead subject matter expert on activities related to legislation, policy, legal analysis, and strategy on immigration enforcement, criminal law, and national security for the chairs of the Committee and Subcommittee. Built consensus with Republicans and key Democrats to enact legislation. Partner with strategic allies to prevent harmful legislation and improve existing law. Actively worked to educate members to move legislation on the House floor. Drafted, evaluated, and negotiated legislation for introduction, hearings, and markups. Advised leadership offices and individual Members of Congress on immigration enforcement policy and law. Lead numerous Subcommittee and Judiciary Committee hearings and markups focusing on immigration, public safety and national security related issues. Met and communicated with stakeholders, private sector including technology companies, and government entities representing various interests.

U.S. Department of Homeland Security (DHS), Washington, DC January 2009-January 2011

Associate Legal Advisor for Legislation, Immigration and Customs Enforcement (ICE)

Reviewed legislation to identify potential changes in immigration law and impacts on the agency with attention to detail and deadlines. Provided support and assistance to the Office of Congressional Relations regarding legal issues and matters including, but not limited to, responding to congressional inquiries, briefings, and requests for action from Congress. Coordinated with agency components, Office of the Principal Legal Advisor's (OPLA) divisions, and clients regarding draft legislative summaries, comments on legislation, pending legislation, legislative impacts, and draft legislative proposals. Assisted with drafting, preparing, and reviewing testimony for ICE and other DHS Officials. Managed, reviewed, and cleared documents with respect to the questions for the record process and all related tasks. Managed OPLA's audit liaison functions. Assigned tasks and coordinated with the Government Accountability Office, and the Office of the Inspector General with respect to audits.

U.S. Department of Homeland Security (DHS), Baltimore, MD

August 2006-January 2009

Assistant Chief Counsel (Trial Attorney), Immigration and Customs Enforcement (ICE)

Litigated and argued 5-20 immigration cases a week before administrative law judges of the Executive Office of Immigration Review. Cases involved criminal law, cancellation of removal, adjustment of status, and asylum. Drafted appeals, motions, researched applicable law, and precedent decisions. Litigated cases involving charges of national security. Designated attorney on Human Rights Law Division cases involving prosecution of individuals believed to be human rights abusers. Drafted Significant Cases Reports on national security matters and persecutor issues. Assisted with anti-fraud investigations. Coordinated with federal agents and law enforcement on investigations and prosecution.

Touchstone Consulting/SRA International Inc., Washington, DC

April 2006-August 2006

Senior Legal Consultant, Office for Interoperability and Compatibility, Homeland Security

Provided legislative analysis for the SAFECOM Program regarding interoperability of technology for first responders. Developed policy strategies, drafted legislation, and issued comments on relevant legislation with attention to detail and fast turnaround time. Conducted research on legislation and policy issues while tracking legislation and monitoring congressional activities. Prepared the SAFECOM program for hearings, briefings, and conferences.

SRA International Inc., Washington, DC

August 2004-September 2005

Legal Advisor, Homeland Security Program, DHS Office for Civil Rights and Civil Liberties

Drafted investigative plans and legal memoranda on complaints against DHS concerning racial profiling, detention issues, and expedited removal at ports of entry. Conducted reviews of complaints with DHS components. Addressed legal and policy issues raised by non-profit organizations by conducting outreach and coordinating with other DHS components and the Department of Justice.

Sandler, Travis, & Rosenberg PA, Washington, DC

September 2003-April 2004

Law Clerk

Handled international trade matters including customs, antidumping, and countervailing measures. Addressed procedural issues, including jurisdiction and forum selection. Summarized legislative requirements for United States Visitor and Immigrant Status Indicator Technology (US-VISIT) Program as set forth in the USA Patriot Act, Visa Waiver Permanent Program Act, and Enhanced Border Security and Visa Reform Act.

EDUCATION**The Catholic University of America, Columbus School of Law, Washington, DC; Juris Doctor**, (May 2004)

- **Certificate Program:** Comparative and International Law Institute, (May 2004)
- **Moot Court Associate:** Jessup Cup International Law Competition, Vice Chancellor and Moot Court Board Member, Regional Competition Best Memorial Winner and Oral Competition Runner-up, (2003-2004); Jessup Cup International Law Competition Regional Competitor (2002-2003)
- **Publications:** *The U.S. Department of State Issues 2002 Trafficking in Persons (TIP) Report*, 18 International Law Enforcement Reporter 333 (Aug. 2002)

The American University, Washington, DC, Bachelor of Arts, (May 2000)

- **Interdisciplinary Major:** Communications, Law, Economics, and Government (C.L.E.G.)
- **Minor:** Latin American Studies/Spanish

OTHER

- **Languages:** Fluent in Spanish, conversationally fluent in Gujarati, knowledge of Hindi and Urdu

(b)(6);(b)(7)(C)

TRACY L. SHORT

(b)(6)

EXPERIENCE

United States House of Representatives, Committee on the Judiciary

- **Counsel for the Subcommittee on Immigration and Border Security (Sept. 2015-Present)**

Provide legal advice and deliverables to the Chairmen of the Committee and Subcommittee on immigration and border security issues, including immigration enforcement operations, terrorist aliens and national security law, arrest and detention authority, criminal prosecution, and repatriation of aliens. Draft legislation, legal memoranda, and Committee correspondence. Conduct oversight of federal agencies within the jurisdiction of the Subcommittee.

Department of Homeland Security, U.S. Immigration and Customs Enforcement (ICE)

- **Deputy Chief Counsel, Atlanta Office of Chief Counsel (Jan. 2009-Sept. 2015)**

Managed client services and litigation operations in the Atlanta, Georgia ICE Office of Chief Counsel, in support of agency enforcement of federal immigration and customs laws. Supervised litigation involving national security law, human rights violations, criminal aliens, and complex or novel issues of law. Supervised attorneys and support personnel.

- **Acting Deputy Chief Counsel, Dallas Office of Chief Counsel (Feb. 2007-Jan. 2009)**

Managed litigation operations and client services in the Dallas, Texas ICE Office of Chief Counsel. Supervised attorneys and support personnel.

- **Special Assistant United States Attorney, N.D. Tex. (2005-2007); E.D. Tex. (2007-2008)**

Prosecuted criminal violations of Titles 8 and 18 of the United States Code. Provided legal advice to the U.S. Attorney's Office and federal law enforcement agencies in matters related to criminal prosecutions involving aliens or violations of immigration law. Represented the United States in affirmative and defensive civil litigation involving ICE.

- **Senior Attorney, Dallas Office of Chief Counsel (2007-2008)**

Litigated complex cases involving national security law, human rights violations, significant fraud, and criminal aliens in immigration court. Provided litigation support to the U.S. Attorney's Office in federal district court litigation involving immigration law.

- **Assistant Chief Counsel, Dallas Office of Chief Counsel (2003-2007)**

Prosecuted the removal of aliens from the United States in adversarial administrative proceedings before the Executive Office for Immigration Review. Prepared charging documents, written motions, memoranda of law, and appellate briefs. Provided legal advice to ICE components and other federal and state law enforcement agencies in matters related to criminal and civil enforcement of immigration and customs statutes.

United States Department of Justice, Immigration and Naturalization Service

- **Assistant District Counsel, Dallas Office of District Counsel (2001-2003)**

Prosecuted the removal of aliens from the United States in administrative proceedings.

United States District Court for the Northern District of Texas—Dallas, Texas

- **Judicial Law Clerk for U.S. District Judge Robert B. Maloney (2000-2001)**

Conducted legal research and writing. Identified and examined the critical legal issues presented, including significant questions of constitutional and statutory interpretation. Conferred with the Judge on pending cases and recommended an appropriate course of action. Composed written opinions and orders of the court on behalf of Judge Maloney.

Louisiana Supreme Court—New Orleans, Louisiana

- **Judicial Law Clerk for Supreme Court Justice Chet D. Traylor (1999-2000)**

Conducted legal research and writing. Conferred with the Justice on pending criminal and civil appeals, and recommended an appropriate course of action. Composed written opinions and orders of the court on behalf of Justice Traylor.

Louisiana Department of Justice, Office of the Attorney General—Lake Charles, Louisiana

- **Assistant Attorney General (1998-1999)**

Represented and defended the State of Louisiana and its agencies in civil actions filed in state and federal courts. Provided legal advice to agency clients. Areas of practice included medical malpractice, civil rights litigation, maritime law, and general liability. Advocacy experience included first-chair jury trial counsel and appellate practice.

Indigent Defender Office for the Third Judicial District—Farmerville, Louisiana

- **Chief Counsel – Union Parish Indigent Defender Office (1997-1998)**

Represented and defended indigent persons charged with state criminal offenses. Advocacy experience included first-chair jury trial counsel and appellate practice.

Third Judicial District Court—Ruston and Farmerville, Louisiana

- **Judicial Law Clerk for District Judge James M. Dozier, Jr. (1995-1997)**

Conducted legal research and composed written opinions and orders of Judge Dozier.

EDUCATION

Louisiana State University Law Center—Baton Rouge, Louisiana

Juris Doctor (1995)

Texas Christian University—Fort Worth, Texas

Bachelor of Arts: English, History (1990)

AWARDS AND MEMBERSHIPS

ICE Performance Awards (2014, 2013)

ICE Special Achievement Awards (2012, 2011, 2010, 2009, 2008, 2007, 2006, 2005, 2004)

ICE Tenacious Litigator Award (2004)

ICE Sustained Superior Performance Award (2003)

Federal Bar Memberships—W.D. La. (1997); N.D. Tex. (2000); E.D. Tex (2007)

Louisiana State Bar Association (1995)

Texas Christian University Scholar Award (1990)

Richard Staropoli

(b)(6)

Senior level manager (C-level executive) within the corporate/financial community with 25 years of prior experience within the intelligence and law enforcement arena. Proven record of strategic thinking, executive level communication, and ability to weave standard investigative methods and practices into the operations of a major financial firm. A flexible and hands-on self-starter who requires little supervision and is motivated to complete the job, anticipate situations and interact with the appropriate personnel to most effectively maintain the continuity of business.

Appearances as a special contributor to various major network television and radio programs, including: Fox Business News (Neil Cavuto), MSNBC (Melissa Harris), CBS News (Street Stories) and NY radio station 1010 WINS; Highlighted on two National Geographic specials: *"Inside the Secret Service – Protecting the President"* and *"The Secret Service Files – UN Lockdown"*. Recognized as an expert within the intelligence and security arenas, often speaking to issues regarding intelligence gathering, geo-politics, and capabilities and issues affecting the posture of the United States Government; Remains active within the law enforcement and intelligence arenas. Have spoken at a number of private events regarding financial initiatives, economics and geo-politics.

Fortress Investment Group

November 2010 – Present

Managing Director: Head of Counter-Party Risk/Chief Security Officer (CSO/CRO)

- *Report directly to the Chairman, Principals and the Board of Directors, in the dual capacity of both the Chief Security Officer (CSO) and the Head of Counter-Party Risk.*
- *Personally review all Credit and Private Equity deals focusing on both the financials and the overall risk considerations (financial, geo-political and reputational) before giving recommendations to the Board/Principals/CIO's regarding how to proceed. These deals can range in value from \$10M USD to upwards of \$1B+ USD. This required a keen understanding of the minutiae and complexities of large scale financial transactions so that conflicts were avoided and consolidation may be most effectively utilized in placing transactions into portfolios.*
- *Create policy and best practices in conjunction with Legal and Compliance personnel affecting the entire organization and its 1,000 employees located in approx.. 20 offices world-wide. This often required precise written communication coupled with effective verbal instruction to most effectively manage assets and personnel in the most*

expeditious manner possible, recognizing the time constraints associated with high-value financial transactions.

- Daily interaction with the Chief Financial Officers and the Chief Investment Officers regarding new deals and how to most effectively manage and place new deals into various portfolios across the various asset classes that Fortress manages. Note that in FY 2016, Fortress managed Assets in excess of approx. \$80B USD.*
- Established a formalized program for conducting investigative due-diligence and forensic portfolio reviews across the firm as it relates to Credit, Real Estate, Private Equity and Liquid Markets deals relying on traditional and non-traditional investigative and intelligence gathering approaches. Further apply this thesis across the firm to incorporate HR, pre-employment and employee issues.*
- Work in conjunction with Legal, Compliance, HR and IT leadership to establish best practices in the most efficient and economical manner possible. Personally identify and locate services, negotiate fees and tailor products to most effectively meet our needs. Manage finances and a company expense account, treating expenditures as if the "money were my own", interacting closely with the CFO and CAO.*
- Maintain a close relationship with IT and the CTO to insure that our varied computer platforms are continually updated and are being properly maintained by supplying IT with cutting edge information not available through routine financial-world channels. Function in a dual-role as both the CSO and CISO. Directed and implemented the build-out of the trading platform and corresponding security controls used to establish Fortress' holdings in digital currencies.*
- Continue to be proactive in the monitoring of on-going situations and geo-political activities that may affect the operations across Fortress' businesses, provide focused briefings to Fortress principals, senior leadership and interested parties. Maintain participation in a wide-array of networks and user-groups to insure a steady stream of timely and useful information often unavailable through standard information-gathering channels. Maintain a desk on the trading floor and attend all investment related meetings to insure that I remain involved and up-to-date on initiatives and deals, can plan for future needs and can most effectively manage and mitigate risks associated with numerous contingencies. Highly effective at increasing the communication flow across the deal side of the house, the infrastructure and the senior leadership while greatly diminishing the flow of superfluous and useless information. Attend weekly meetings with all supervising legal entities to stay abreast of on-going and anticipated litigations.*

- *Maintain an extensive network of global contacts within the intelligence, law enforcement and IT communities to continually provide updated information to Fortress personnel and their families. These contacts are widely used to assist in establishing Risk Profiles for consideration as various deals are unfolding or being developed.*
- *Implemented plans and procedures in conjunction with Facilities to prepare/maintain continuity of business in the event of an incident; implement internal procedures for notifications to appropriate personnel as situations develop.*
- *Provide training and briefings on "hot-topics" of interest; prepare and deliver written and oral presentations and regularly make introductions to personnel to include Fortress principals; establish and maintain "face-to-face" relationships within the jurisdictions where Fortress has a presence with non-traditional financial contacts such as the FBI, the US Attorney's Office, Commerce, etc...*

United States Secret Service

May 1991 - November 2010

(b)(6);(b)(7)(C)

- *Held various assignments, including supervisory assignments within offices in New York and Washington DC. Was assigned to the Presidential Protective Division under President's Clinton and Bush; was a polygraph examiner/interviewer for the Service conducting approx. 600 exams across a spectrum to include fugitives, financial crimes and missing children; was a Team Leader for the President's Counter Assault Team. Provided briefings to President Bush and the NSC in the aftermath of the Sept. 11th attacks and participated in a number of high-level operations involving the President; was a member of a classified program that was established to insure the continuity of government (COG) in the event of a significant national incident. Conducted numerous high-level and heavily coordinated advance prep work for the President.*
- *Was appointed as an EEO counselor and certified as an EEO expert for court/testimony purposes.*
- *Held positions as the New York Field Office spokesperson often appearing on-camera to discuss DHS initiatives, security preparations and on-going issues as they affect NYC; the DHS liaison to the United Nations (2004-2009) and the coordinator of the Republican National Convention at Madison Square Garden.*

United States Marshals Service

October 1989 - May 1991

- *Assigned to a regional fugitive task force tracking high-value fugitive targets. Reassigned for protracted periods to the Federal Witness Protection Program charged with debriefing participants, recovering records and establishing identities.*
- *Awarded a Commendation from the New York City Police Department for an act in which my "life was placed in grave personal danger" following the shooting of a New York City police officer.*

Education

New York University - 1989

BSME – Dept. of Mechanical and Aerospace Engineering

THOMAS AARON SZOLD

(b)(6)

PROFESSIONAL EXPERIENCE

Public Liaison Office at 58th Presidential Inaugural Committee, Washington D.C.

Business Community Liaison

12/2016 Present

- Serve as Inaugural Committee's point of contact for Fortune 500 CEOs and NFIB.

Szold Strategies LLC, Washington D.C.

President

4/2016 10/2016

- Served as senior communications advisor for Donald J. Trump for President's Iowa operation. Provided strategic guidance and hands-on assistance to the team.
- Hired, trained, and managed Mr. Trump's Iowa communications director.
- Worked directly with national and local reporters to proactively generate, shape, and improve media coverage of Mr. Trump.
- Senior communications consultant for CapitalIQ, a New York City-based public relations firm.

CARLY for America/Carly for President, Alexandria, VA

National Political Director

3/2015 – 3/2016

- Solicited and secured the support of influential political entities for Carly Fiorina's presidential campaign.
- Built state-based leadership teams. Utilized these teams in various ways to promote Mrs. Fiorina's candidacy.
- Managed CFP staff in Iowa, New Hampshire, and South Carolina. Facilitated Mrs. Fiorina's political events.
- Led advance efforts for political events in South Carolina and Nevada. Oversaw advance efforts in Iowa and New Hampshire.

Marilinda Garcia for Congress, Concord, NH

Campaign Manager

3/2014 – 11/2014

- Built entire campaign from ground up, including fundraising, media, digital and field operations.
- Managed a budget of \$1.1 million and a staff of 11 full-time operatives and over 10 consultants across the country.
- Took creative lead on all paid and earned media efforts. Served as a spokesman for the campaign.

DCI Group LLC, Washington, D.C.

Senior Account Manager

1/2013 – 3/2014

- Managed a variety of issue-based campaign activities including media outreach, strategic partnerships, grassroots mobilization, coalition development and recruitment.
- Facilitated and conducted government-affairs efforts for immigration-focused coalition.
- Coordinated efforts between DCI and DCI "field teams" in several key areas throughout the United States.

Republican National Committee, Des Moines, IA

Iowa Victory Communications Director

5/2012 – 12/2012

- Served as Republican National Committee's (RNC) spokesperson/communications director during Mitt Romney's presidential campaign in Iowa, a top targeted swing-state in the presidential race.
- Built RNC's Iowa communications operation from scratch, securing hundreds of earned media hits.
- Planned and facilitated campaign related press-conferences, bracketing events and assorted rallies.
- Developed key campaign collateral materials and managed all RNC social media outreach for state campaign.

DCI Group LLC, Washington, D.C.

Senior Account Manager

11/2009 – 5/2012

- Managed a variety of issue-based campaign activities.
- Developed key campaign materials by drafting related talking points, op-eds, press releases and more.

EDUCATION/SKILLS

Bachelor's Degree in Journalism; SUNY Purchase College

Highly proficient in spoken and written Spanish

PROFESSIONAL EXPERIENCE

Committee on Homeland Security, U.S. House of Representatives (Washington, DC)

2014 – Present

National Security Advisor

- Advise Committee Chairman and Members on counterterrorism, intelligence, foreign policy, and related matters; drive Committee efforts to close security gaps at home and abroad in the face of the highest terror threat environment since 9/11
- Manage five-member professional staff in charge of national security policy for Committee of 30 Representatives and 60+ staff
- Liaise with Congressional leaders, White House officials, foreign governments, and others to advance Committee's agenda
- Co-wrote 2016 House Republican national security strategy; released by Speaker Paul Ryan as part of his "Better Way" agenda
- Authored first comprehensive national counterterrorism strategy in years, with detailed vision for combating terror groups globally

Deputy National Security Advisor

- Drafted U.S. House's legislative responses to terrorist attacks in Paris, Brussels, and Orlando—including multiple bills designed to fix security vulnerabilities so authorities can better locate terror suspects and keep dangerous people from entering the United States
- Authored key parts of law to enhance transatlantic intelligence sharing and help European allies disrupt terror networks
- Concurrently served as Chairman's chief speechwriter and led major strategic communications, with written work appearing in the Wall Street Journal, TIME Magazine, Washington Post, CNN, Fox News, Bloomberg, Foreign Policy, and more

Republican Director, Task Force on Combating Terrorist & Foreign Fighter Travel

- Appointed to lead the staff of a bipartisan Congressional Committee task force composed of eight Members of Congress; oversaw largest official review since the 9/11 Commission of U.S. efforts to counter terrorist travel; oversaw work of 15+ staff
- Served as primary author of final report submitted to Congressional leaders and the President; released in September 2015 with 50+ recommendations; led subsequent effort to turn the panel's recommendations into law

LOYAL3 (San Francisco, CA)

2013

Strategy Consultant

- Provided strategic analysis and marketplace research to drive expansion of groundbreaking LOYAL3 online investing platform
- Devised solutions to legal, regulatory, and operational challenges to launch first-ever Social IPO™, opening to the investing public the ability to buy stock in IPOs online at the same time and same price as major investors and large institutions

Committee on Appropriations, U.S. House of Representatives (Washington, DC)

2011 – 2012

Republican Majority Staff Member, Homeland Security Subcommittee

- Part of five-member subcommittee team responsible for oversight of \$40+ billion in U.S. homeland security spending
- Co-wrote two major appropriations laws and Committee reports; focused on prioritizing U.S. government frontline security operations in tight budget environment while reducing federal government waste, overlap, and duplication
- Authored legislative measures aimed at improving U.S. defenses against cyber threats and weapons of mass destruction

The Chertoff Group (Washington, DC)

2010 – 2011

Aide to Chief of Staff and Principals

- Provided strategic consulting services to Fortune 500 clients alongside former top CIA, DOD, DHS, and NSA officials; briefed senior executives and produced analytical products for leading U.S. tech companies on critical marketplace opportunities and developments
- Served on team dedicated to capturing one of the year's largest, multi-billion-dollar U.S. Government technology contracts

Office of the Secretary, U.S. Department of Homeland Security (Washington, DC)

2007 – 2008

Briefing Staff, Presidential Appointee, George W. Bush Administration

- Coordinated and drafted materials to brief Secretary and Deputy Secretary of Homeland Security before official meetings and events
- Facilitated communication between senior leadership and individual agencies on counterterrorism, foreign engagements, aviation/border security, cybersecurity, natural disasters, and government continuity in crisis situations

News Department, WCOE/WLOI Radio (La Porte, IN)

2003 – 2004; 2005 – 2006

Government Reporter, News Anchor

- Wrote news stories for broadcast regarding local, state, and federal government issues and politics
- Anchored weekend news broadcasts and worked across departments to develop new, on-air content and features

FELLOWSHIPS, APPOINTMENTS, AND OTHER POSITIONS

Penn Kemble Fellow, National Endowment for Democracy (Washington, DC)

2015

"Future Leader," Foreign Policy Initiative (Washington, DC)

2015

Truman Governance Fellow, Harry S Truman Scholarship Foundation (Washington, DC)

2015

Office of the Vice President, The White House (Washington, DC)	2007
Office of the Secretary, U.S. Department of Defense (Washington, DC)	2007 / 2009
Office of the Speaker, U.S. House of Representatives (Washington, DC)	2004 – 2005

ADDITIONAL CIVIC ACTIVITIES

Washington Leadership Academy Public Charter School (Washington, DC) 2011 – Present

Co-Founder; Member, Board of Directors; Finance Chair

- Co-led development of innovative four-year public high school in DC focused on civic education and technology skills—with the goal of preparing young people for success in college and lives of public leadership
- Awarded \$10 million and recognized as one of the top 10 “super schools” in the United States by the XQ Super School Project
- Currently serve on Board of Directors leading strategic planning, finance, and related efforts

Taggart Transcontinental Films (Los Angeles, CA) 2013 – Present

Documentary Producer

- Currently co-producing television documentary *Democracy’s Messengers* about the work of young Americans serving as “Page” messengers on Capitol Hill in Washington, DC; narrated by ABC News journalist Cokie Roberts and featuring interviews with leaders who started as legislative aides, including elected officials, White House advisors, and business titans like Bill Gates

U.S. Presidential Campaign 2016

Unofficial Advising

- Co-drafted national security policy recommendations for Donald Trump with Mayor Rudy Giuliani, Judge Michael Mukasey, Chairman Michael McCaul, and Andy McCarthy; produced national security briefing materials for the Candidate’s debate prep

AWARDS AND HONORS

- **George C. Marshall Scholar** – Selected as one of 40 Americans to receive full postgraduate scholarship from British Government for “intellectually distinguished young Americans and their country’s future leaders” to study at any university in the United Kingdom; recognized as one of the most prestigious scholarships for U.S. citizens and the most selective
- **Rhodes Scholar National Finalist** – Selected as a national finalist for the Rhodes Scholarship, which alongside the Marshall Scholarship is recognized as one of the leading postgraduate honors awarded worldwide
- **Elvis J. Stahr Award** – Named one of the top five graduating seniors at Indiana University for academic excellence and community leadership
- **Harry S. Truman Scholar** – Selected as one of 50 Americans for highly competitive federal scholarship, awarded for demonstrated leadership potential and commitment to public service; serves as official memorial to U.S. President Harry S. Truman
- **Herman B. Wells Scholar** – Selected as one of 20 young Americans to receive full-ride scholarship at Indiana University for public service potential, academic merit, and leadership
- **U.S. Senate Youth Scholar** – Selected as one of 100 young Americans nationwide (two from each U.S. State) to receive Senate-created scholarship and to participate as a delegate in leadership development in Washington, DC, including at the White House, Congress, and beyond

EDUCATION

Oxford University (Oxford, United Kingdom)

MPhil in International Relations

- Drafted book on U.S. democracy promotion policies in post-9/11 world; provided research for books in international relations
- Conducted research and study on diplomacy and statecraft; produced thesis on American foreign policy and the liberal world order
- Helped lead efforts of the Atlantic Partnership, a London-based initiative to further transatlantic relations and cooperation
- Additional study in economics, finance, and philosophy

Indiana University (Bloomington, IN)

BAs in International Security, Political Science, GPA 4.0 / 4.0

- Conducted research at conservative think tanks, including American Enterprise Institute and the Legatum Institute in London
- Published articles on public policy in national newspapers, trade journals, online news magazines, and top websites
- Served as an associate at the Center for Constitutional Democracy, providing support to foreign dissidents; led campus efforts to enhance bipartisan dialogue on security issues through new organizations, including the Student Alliance for National Security

Kaitlin V. Voigt

(b)(6)

Work Experience

**President-elect Transition Team-Office of Legislative Affairs and Confirmations
Director of Operations
2017**

**Washington, DC
August 2016-January**

- Developed foundation for legislative affairs to be structured and operate in a new administration
- Coordinate legislative priorities with policy development and agency landing teams to ensure synchronization across the transition team
- Identified and trained “sherpas” to escort nominees through confirmation process
- Prepare cabinet level and sub-cabinet level nominees for Senate confirmation by assisting mock hearings and scheduling Senate visits

**U.S. Senate—Senate Budget Committee (Republican staff)
Budget Analyst
2017**

**Washington, DC
February 2015-January**

- Advise Chairman and Republican members of the Committee on \$600 billion defense and \$50 billion international affairs budget portfolios
- Serve as lead analyst and resource for Republican Senators and staff who have questions regarding spending effects in foreign affairs and trade legislation
- Collaborate with staff on the Senate Armed Services and Foreign Relations Committees to create policy options that generate savings and enhance efficiencies within the Departments of Defense, State, and USAID
- Meet with NGOs to help improve implementing agencies’ efforts in providing food aid and humanitarian assistance to low-income countries
- Craft memos for the Chairman to inform him of potential legislative action and opportunities to enforce budget resolution levels against pending legislation

**U.S. Senate—Senator Jeff Sessions (R-AL)
Assistant to the Chief of Staff
2015**

**Washington, DC
March 2012-February**

- Assisted the Chief of Staff (CoS) with daily responsibilities—emails, phone calls, policy, and constituent meetings
- Arranged state travel for CoS to all 67 counties in Alabama
- Coordinated 3-4 summer sessions of interns, averaging 15 per session, throughout the personal and committee offices
- Managed all candidate information for service academy nominations given by the Senator
- Reviewed and evaluated applications of competitive high school candidates for the Senator’s page program

**U.S. House of Representatives -- Committee on Ethics
Staff Assistant
2012**

**Washington, DC
June 2011-March**

- Coordinated ethics training for all House staff, which included sending certificates, designing online trainings, and preparing for live “new employee” trainings
- Gathered and organized materials for all Committee meetings, investigative subcommittees, and briefings
- Facilitated in the “privately sponsored travel” approval request process for all House Members and staff
- Tracked and organized advisory opinions and waivers to facilitate timely review issuance

Professional Development

- Partnership for a Secure America, Congressional Partnership Program
- Young Professionals in Foreign Policy

Education

DHS-001-656-000228

DHS-17-0550-B-000110

Air Command and Staff College	<i>Graduate Certificate, 2013</i>	Washington, DC
University of Georgia	<i>Bachelor of Arts, History, 2010</i>	Athens, Georgia

Erin M. Waters

(b)(6)

WORK EXPERIENCE

U.S. DEPARTMENT OF HOMELAND SECURITY

Director of Strategic Communications, Office of Public Affairs

Present New Media Specialist, Office of Public Affairs
2015

Washington, DC

September 2016 –

August 2012 – August

- Advise the Secretary, Deputy Secretary, and Chief of Staff, Assistant Secretary for Public Affairs on strategic communications opportunities and engagements, and develop and execute internal and external strategic outreach opportunities for the Secretary, Deputy Secretary, and senior Component leadership
- Develop, coordinate, and implement strategic communications plans for the Department and component agencies' policies and initiatives through a variety of traditional and new media properties, working with senior staff, Federal government agencies, the National Security Council, and the White House
- Lead the strategic planning and on-site execution of more than 300 public and private events for the Secretary and senior Department leadership, including press conferences, television, radio, and print interviews, media engagements, speeches, awards ceremonies, internal Department events, and multilateral engagements with high-ranking international counterparts
- Lead the Department's digital communications outreach, managing all external outreach and engagement on the Department's social media accounts (including the DHS Blog, Facebook, Twitter, YouTube, Instagram, and Flickr) accounts and oversee these efforts at the Department's components and offices
- Perform the duties of lead advance officer for Secretary of Homeland Security Jeh Charles Johnson, planning and personally executing more than thirty trips across the U.S. and in seven countries and scores of events within Washington, D.C. while directly responsible for staffing the Secretary and liaising with the U.S. Secret Service
- Serve as the Department's lead digital strategist major national and international incidents, including deploying to the Federal Emergency Management Agency and U.S. Secret Service to lead digital emergency communications efforts during Hurricane Sandy, the Boston Bombing, and various National Security Special Events
- Plan, implement, and manage stakeholder relationships, media and public engagement for the Department of Homeland Security's Blue Campaign to combat human trafficking and oversee public rebranding efforts

Press Intern, Office of Public Affairs

September 2011 – May

2012

- Responsible for demonstrating effective media relations in order to disseminate information to local, state, and national reporters through coordination with DHS component agencies
- Directly supported the Press Secretary and Deputy Press Secretaries through the preparation of press releases, media advisories, media lists, press clippings, and briefing materials for former Secretary Janet Napolitano

LOEWS CORPORATION

Government and External Affairs Staff Assistant

Washington, DC

January 2011 – September

2011

- Conducted research and legislative analysis to produce reports, briefing materials, daily press clippings on finance and environmental issues for the CEOs and senior managers of this Fortune 500 company by demonstrating impeccable research skills, attending Congressional hearings, and representing the firm at trade association functions

NEW YORK CITY POLICE DEPARTMENT

Public Information and Press Intern

New York, NY

Summers 2009 and

2010

- Worked with uniformed officers and civilians to provide information to local and national reporters on issues affecting the NYPD; Developed and executed multimedia communication strategies for the NYPD and senior leadership

EDUCATION

AMERICAN UNIVERSITY

Bachelor of Arts with Honors

Washington, DC

May 2012

- Interdisciplinary Studies in Communication, Law, Economics, Government (School of Public Affairs)
- Public Communication double major (School of Communication)
- Cum Laude, Dean's List, Pi Sigma Alpha Honor Society and Order of Omega Honor Society

AMERICAN
OVERSIGHT

DHS-001-656-000200

DHS-17-0550-B-000112

- Study Abroad in Rome, Italy

SKILLS

- Intermediate Spanish language ability; Basic Italian language ability
- Proficient in Microsoft Office, Mac OS, CisionPoint, LexisNexis, Lotus Notes, iMovie, Shadow TV, and LightRoom; All major social media platforms and social media listening software

CHAD F. WOLF

(b)(6)

SUMMARY OF QUALIFICATIONS

- Over 18 years of government and private sector management experience.
- Keen understanding of the Washington political environment and expertise in developing and executing legislative and regulatory strategies to achieve specific business objectives.
- Experienced manager – results driven; team oriented.
- Strategic counselor skilled at aligning business objectives with government relations, public affairs and reputation management.
- Excellent writing and communication skills; ability to work under pressure and tight deadlines.

PROFESSIONAL EXPERIENCE

Wexler | Walker

Vice President & Senior Director

*September 2005-Present
Washington, DC*

- Provide strategic guidance, policy expertise and engagement execution to corporations, coalitions and non-profit organizations.
- Maintain specialized experience in transportation, defense, homeland security and aviation security sectors.
- Research, forecast and evaluate the effects of agency decisions on clients through public sources, political intelligence and personal contacts.
- Evaluate proposed legislation and agency rulemaking to determine possible impact on clients.
- Devise and implement legislative and regulatory strategies to influence Executive Branch and Congressional decision making beneficial to client interests.
- Maintain regular contact with Congressional staff, select government agencies and private sector organizations that affect client issues.
- Appear on CNN, C-SPAN, FOX News and FOX News Radio to discuss aviation security policies and procedures.

U.S. Department of Homeland Security (DHS)

Transportation Security Administration (TSA)

*April 2002-October 2005
Washington, DC*

Assistant Administrator for Transportation Security Policy (Sept. 2004 – Oct. 2005)

Deputy Assistant Administrator (May 2004 – September 2004)

Chief of Staff (May 2002 – May 2004)

- Appointed by President George W. Bush (Senior Executive Service position) to oversee and direct TSA's policy office.
- Served as principal advisor to the Administrator of TSA on the effective development of policies, legislative initiatives, regulations and plans for transportation security.
- Maintained broad political and policy situational awareness for transportation security matters.
- Identified agency needs for legislation and rulemaking concerning transportation security issues.
- Developed and coordinated TSA's legislative agenda and ensured that TSA's legislative "message" was accurately expressed to the Congress.
- Developed national policies, standards/regulations governing aircraft, airport, and air cargo security.
- Developed and coordinated aircraft operator security program changes and amendments to include Emergency Amendments (EA's) and Security Directives (SD's). Developed standards, policies, requirements, and regulations concerning foreign operations that affect the operations of U.S. and foreign air carriers operating out of the U.S.
- Served as policy liaison to TSA/DHS International Affairs regarding aviation security policies and standards that are subject to international negotiations.
- Created and fostered strategic communications with the private sector to enhance the primary mission of the agency and the Department.
- Identified emerging trends/vulnerabilities that require policy for surface transportation security.

- Communicated closely with aviation stakeholders to effectively communicate agency decisions and applicable security measures.

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U.S. Senator Chuck Hagel

Legislative Assistant (December 2000 – March 2002)

Deputy Legislative Assistant (December 1999 – December 2000)

Legislative Correspondent (June 1999 – December 1999)

June 1999 – March 2002

Washington, DC

- Provided counsel and legislative initiatives regarding transportation, including aviation, highway, railroad and appropriations; taxes; telecommunications; campaign finance reform; small business issues; government reform; economic development; and judiciary issues.

U.S. Senator Phil Gramm

Staff Assistant

January 1999 – May 1999

Washington, DC

HONORS AND ACTIVITIES

- Recipient of the United States Secretary of Transportation September 11th Service Medal (February 2003)
- Recipient of the Transportation Security Administration's "Transportation Security" Silver Medal (November 2003)
- 5 time Ironman triathlete

EDUCATION

Villanova University Master Certificate in Government Contract Management	<i>2012-2013</i>
Naval War College Selected courses in National Security Studies	<i>2000 - 2001</i>
Southern Methodist University – Dallas, TX B.A. History, Magna Cum Laude	<i>1998</i>

FRANK E. WUCO

(b)(6)

Profile

35 years professional experience with emphasis on intelligence-operations integration in challenging and varied environments. Founder of U.S. Central Command Red Team, 2006, focusing ; Islam; Islamic Extremism and Jihad; MidEast/N. Africa; Balkans; Far East; HUMINT Intelligence Collection; Counter-Terrorism; Counter-Drug; Special Operations Intelligence. Enjoys strong reputation within the U.S. Intelligence Community. Experienced professional speaker. Multi-discipline intelligence, security, Business Development and Capture Management consulting. Support to numerous capture and technical solutions architecture efforts for large and small defense contracting firms, worth \$100's of millions, including 2013 win for Lockheed Martin on the U.S. Army's ARL-M contract and 2015 ISIS Counter-Threat Finance contract. Role Play Intelligence Training support to TRADOC, Combined Arms Center, University of Foreign Military Studies, Ft. Leavenworth, KS.

Professional Experience**May 2016-Present - ECS Corporation**

Site Lead, Tampa, FL for accounts at USCENTCOM and USSOCOM. Oversee Berber Hunter Social Media analysis toolkit at USSOCOM and Fixed Focus secure imagery and file repository on the Secure Unclassified Network (SUNet). Business Development ISO two large business contract vehicles at USSOCOM.

2007-Present - Red Mind Solutions, Inc.

CEO/Founder, Software Development, Healthcare Utilization Management. Transitioned powerful data-mapping/mining, analytics, and reporting software from the Defense and Intelligence communities, to the civilian healthcare management community.

Oct 2010-May 2012 - Celestar Corporation Strategic Programs Business Capture Manager

Business opportunity capture, large federal joint strategic and intelligence contracts
Designed technical solutions and teams of large and small companies to solve complex requirements of large federal contracts as a Prime or Sub-Prime Contractor
Coordinated and led Proposal Color Teams and integrating their outcomes
Responsible for all manner of technical writing and proposal development throughout the bid process, including facilitating writing assignments of subs and execution of daily stand-up calls
Led capture effort of Celestar Corporation's largest contract award in the company's history: \$157-million IDIQ contract at JIEDDO (JIEDDO Directed Analysis Support Services (DASS))

July 2008-Present - Radio, On-Air Talent

July 2008-Sep 2010 - Host, Neet to Know! with Frank Wuco. Salem Communications 860 WGUL Tampa
July 2011-August 2013 - Host, The Frank Wuco Radio Show. Clear Channel Media+Entertainment 970 WFLA Tampa (The #1 Talk Radio Station in Florida; #2 in the Southeast U.S.)

Mar-Oct 2010 - United States Central Command (Contractor Celestar Corp)

USCENTCOM Interagency Action Group Al-Qaeda Senior Leadership Targets Ops Coordinator.
Interagency Coordination Actions, Activities, and Operations targeting Threat Finance, International Crimes, Counter-NarcoTerror and Information Operations

2006-2010 - United States Central Command (Contractor iBASEt, DIA Civilian)

USCENTCOM Red Team. Sr. Analyst. Deputy Team Chief, and Team Chief
Developed USCENTCOM Red Team best practices across all DoD Red Team disciplines
Founded USCENTCOM's first ever J2 Red Team; recognized DoD Red Team expert; helped establish USCENTCOM Red Team as the #1 Red Team in DoD according to graded assist visits by U.S. Joint Forces Command and OUSD-I
Trained initial cadre and trained/integrated all contract Red Team personnel
Trained all inbound USCENTCOM personnel on the topic of Islamic extremism, Jihad; training provided to over 3,000 personnel to date; given in first-person role-play, indepth format

2005-2006 - United States Central Command (Civilian Contractor)

Booz|Allen|Hamilton Associate Level III

Assisted in developing USCENTCOM's Counter-Threat Finance Division

Developed web-based HUMINT portal in support of the Threat Finance Exploitation Unit|Intelligence-

Operations integration planning for Improvised Explosive Device (IED) network. Developed Asymmetric Weapons Defense Intel Team (AWDIT) Concept of Operations

2004-2005 - Special Operations Command Central, Tampa, FL (Civilian Contractor)

Senior Advisor to the Director of Intelligence Advised Director on operational effectiveness of theater Special Operations Forces intelligence activities

Synchronized efforts of seven separate intelligence functions, maximizing productivity

Personally developed training and integration program for all newly arriving officers

Founded and led SOCCENT's first ever Red Cell. Directed and produced several unconventional analysis papers. Widely received and praised by the national intelligence community as innovative, provocative and extremely useful for crystallizing thought and strategic direction. Many still in use today.

Conducted extensive Red Cell liaison with CIA, Department of Homeland Security, National Security Agency, U.S. Central Command, and U.S. Special Operations Command

2001-2004 - Special Operations Command Central, Tampa, FL (Military)

Deputy Director of Intelligence for Operations

Led and managed over 120 personnel, directing the day-to-day activities of all intelligence functions for SOF in the CENTCOM AOR during Operations Enduring Freedom and Iraqi Freedom

Managed intelligence systems and communications architecture

On critically short timeline, established cell for counter-terror intelligence operations in a country on the Arabian Peninsula. Efforts of this cell resulted in neutralizing seven al-Qaeda operatives

Drafted numerous Statements of Work, Requests for Proposal, and engaged in contract and funding negotiations with USSOCOM, successfully acquiring numerous new contract positions

1999-2001 - Joint Interagency Task Force East

Deputy Chief, Tactical Support Branch

Chief, Intelligence Watch Operations

Led 35 person analytical center; responsible for case development in support of DoD and law enforcement agencies engaged in international counter-drug operations throughout Latin America and the Caribbean

Revamped training & reporting procedures for intelligence operations.

1996-1999 - Commander, U.S. SIXTH Fleet

Intelligence Collection Manager

Managed all aspects of naval intelligence collection for European and NATO Commander's Southern Region, including Signals, Imagery, and Human Intelligence, to include sensitive mission support

Supported crisis operations in Albania, Zaire, and Kosovo

1994-1996 - Naval Liaison Group/Field Operating Base, Naples Italy

Commanding Officer

Led sensitive Human Intelligence (HUMINT) collection and reporting activities throughout Southern and Eastern Europe, the Middle East, and North Africa

Commanded 27 British and U.S. case officers engaged in sensitive intelligence operations against Bosnia's warring factions

1992-1994 - Office of Naval Advisor, Berlin Germany

Commanding Officer

Led 15 civilian and military personnel, including 13 multi-national civilians. Unit engaged in sensitive Human Intelligence (HUMINT) collection and reporting activities. Conducted high level liaison with British, German, and French intelligence agencies

Unique systems architecture innovation resulted in 200% increase in reporting of foreign shipping activity

1990-1992 - Fleet Air Reconnaissance Squadron 5 (VQ-5)

Intelligence Department Head

First Intelligence Officer assigned to Navy's first ES-3A squadron; Carrier-deployable, multi-sensor signals intelligence collection aircraft. Built intelligence department from ground up

1987-1989 - SEAL Team 1: Intelligence Department Head

1987-1989 - USS Fox (Guided Missile Cruiser 33): Ship's Intelligence Specialist

1984-1987 - Commander in Chief, U.S. Naval Forces Europe/Fleet Ocean Surveillance Information Center (London, UK): Assistant Intelligence Watch Officer; Pol-Mil Analyst

1982-1984 - Commander, Carrier Group FIVE: Naval Intelligence Specialist aboard aircraft carriers USS CORAL SEA (CV-41), USS MIDWAY (CV-43), and USS CARL VINSON (CVN-70)

Education

Bachelor of Science in Liberal Studies- University of the State of New York

(b)(6);(b)(7)(C)

Languages

German, Italian

References Available Upon Request

Professional Experience

Microsoft Corporation

Washington, DC

Director, Cybersecurity and Lawful Access Policy

February 2014 – Present

- Lead the US Government Affairs Team's policy work on issues related to cybersecurity and lawful access, coordinating Microsoft's legal, engineering, product, sales, and delivery efforts to anticipate and influence policy and regulatory developments, ensuring optimized positioning within the US cybersecurity policy environment.
- Engage on (not a lobbyist) Microsoft positions with Congressional and Executive Branch (principally the National Security Council, Department of Homeland Security, Federal Bureau of Investigations, Department of Commerce/NIST, and Office of Management and Budget) policy-makers on a wide range of cybersecurity and critical infrastructure protection issues, including IT security risk management, Internet of Things, Cloud Computing, vulnerability disclosure, and broader Federal government IT modernization efforts.
- Lead engagement with internal stakeholders, outside counsel, Congressional and Executive branch policy-makers, civil liberty groups, trade associations, and third-party organizations to develop and execute Microsoft's strategy for legislative reform of lawful access issues, including Electronic Communications Privacy Act and the Stored Communications Act, US-UK Implementation, International Communications Privacy Act, FISA Section 702 reauthorization, and other related programs and authorizations.
- Manage communications, coordination, and high-level engagement with DHS, FBI, and the National Security Council during cyber incidents and vulnerabilities related to Microsoft products and services.
- Serve as Vice-Chair of the National Cyber Security Alliance (NCSA), setting NCSA strategy, developing and implementing campaigns, and engaging policy-makers.
- Serve on the Executive Committee of the Information Technology Sector Coordinating Council, the principal entity for coordinating with the US Government on a wide range of critical infrastructure activities and issues. In this role served as one of two delegates to the 2016 National Cyber Incident Response Plan (NCIRP) rewrite process called for in Presidential Policy Directive 41.
- Serve as National Security and Telecommunications Advisory Committee (NSTAC) Co-Point of Contact for Microsoft Corporate Vice President for Trustworthy Computing, Scott Charney, current NSTAC Vice-Chair. Co-author of 2015 NSTAC Report on Information and Communications Technology Mobilization.
- Served as Point of Contact for Microsoft's Scott Charney in Homeland Security Advisory Council Cybersecurity Subcommittee, Incident Response Group, contributing to the Subcommittee's Final Report.
- Played a significant role in developing recommendations to the President's Commission on Enhancing National Cybersecurity, advising Microsoft's Peter Lee in his capacity as a Commissioner. Developed recommendations, working closely with industry experts to determine current cybersecurity gaps and opportunities.

Obsidian Analysis, Inc.

Washington, DC

Principal

January 2012 – February 2014

- Played a key role in the development of the NIST Cybersecurity Framework; serving as a consultant to NIST, facilitated government-industry engagement during public workshops across the country and contributed to crafting components of the Framework core.
- Directed the firm's Cybersecurity and Resilience Business Area serving commercial and government clients (including DHS Office of Cybersecurity and Communications, DHS Office Health Affairs, and FEMA National Exercise Division), identifying and securing a projected \$24m in new business opportunities.
- Served as Deputy Program Manager for the Department of Homeland Security's (DHS) National Level Exercise (NLE) 2012, the Nation's largest full-scale cyber incident response exercise conducted to date, managing a \$10 million budget, over 20 subcontractors and approximately 50 staff during a 22-month period of performance.
- Worked with National Infrastructure Protection Plan (NIPP) Sector Partnership Model Sector and Government Coordinating Councils, as well as the Information Sharing and Analysis Centers (ISACs) during NLE 2012.
- Developed and maintained excellent working relationships with the Intelligence and Law Enforcement Communities, exploring and examining cybersecurity operational strengths and challenges during NLE 2012.

Christopher Cox Krebs

(b)(6)

Dutko Global Risk Management
Vice President

Washington, DC
January 2009 – December 2011

- Provided cyber incident response services to clients, including a major critical manufacturer following a significant network intrusion and data exfiltration incident; facilitated engagement with Federal cybersecurity officials at DHS and the FBI; revised corporate cybersecurity policies; and developed a training regime for corporate personnel.
- Led a regional critical infrastructure resilience product offering and subsequently implemented for a major manufacturing client; designing and executing cross-sector strategies for enhanced regional resilience.
- Advised IT security vendors on the Federal cybersecurity market, congressional activities and potential impacts, developing White Papers, advocacy campaigns, and engagement strategies for policy and decisionmakers.
- Advised commercial clients on issues and solutions associated with international operations and acquisitions in high-risk areas, engaging the U.S. National Security establishment to better understand risk environments.

United States Department of Homeland Security
Senior Policy Advisor to the Assistant Secretary for Infrastructure Protection

Washington, DC
October 2007 – January 2009

- Provided policy and legal analysis, advice, and support to the Assistant Secretary on all matters related to DHS efforts in the protection of the Nation's critical infrastructure.
- Directed the IP international portfolio, coordinating essential critical infrastructure issues across multi-lateral organizations (e.g., NATO and G8) and bi-laterally (including the United Kingdom, Germany, Japan, and Canada).
- Managed engagements between DHS and the U.S. Congress; developed strategies to advocate DHS positions; developed testimony and briefings for DHS leadership on critical infrastructure and cybersecurity-related issues.
- Played a key role in the initial development and enforcement of the Chemical Facility Anti-Terrorism Standards.

Systems Planning and Analysis, Inc.
Senior Staff – Homeland Security Division

Alexandria, VA
August 2005 – October 2007

- Supported the DHS Chemical Security Task Force responsible for developing and implementing the Chemical Facility Anti-Terrorism Standards.
- Provided critical infrastructure protection risk management support to the Office of Infrastructure Protection, including review of response activities prior to and following Hurricanes Katrina and Rita.

Intermedia Group, Inc.
Homeland Security Project Coordinator

Washington, DC
February 2005 – August 2005

- Provided subject matter expertise on maritime infrastructure and port infrastructure operations.
- Coordinated the across interagency partners in the development of the National Strategy for Maritime Security.

Potomac Management Group, Inc.
Assistant Project Manager – United States Coast Guard Programs

Alexandria, VA
January 2002 – February 2005

- Evaluated tank vessel oil spill response plans for compliance with Oil Pollution Act of 1990 regulations.
- Provided strategic direction to client on establishing Non-Tank Vessel Response Plan Regulatory program.

Gallagher Marine Systems, Inc.
Drills and Training Coordinator

Alexandria, VA & Philadelphia, PA
April 2000 – January 2002

- Provided oil spill and vessel casualty response management, salvage management, and environmental regulatory compliance services to domestic and international shipping clients.
- Designed, facilitated, and evaluated numerous tabletop exercises for domestic and international clients.

Education

George Mason University School of Law, Arlington, VA. Juris Doctor, May 2007

University of Virginia, Charlottesville, VA. Bachelor of Arts, Environmental Sciences, May 1999

Professional Affiliations

Commonwealth of Virginia Bar; Member of the Bar, admitted 2007

DANIEL COX

(b)(6)

Professional Summary

I am pursuing the opportunity to be on the Department of Homeland Security Beachhead Team. I have a track record of exceptional political campaign involvement, strong people relations, and solid sales experience as an employee, as well as in philanthropic agency volunteer positions.

My direct experience for this position ranges from generating ad campaigns as a political science student to executing strategy and campaign affairs for the Senior Senator of Arizona as a Field Representative and for the current United States President-Elect as Assistant Political Director on the campaign in Arizona. I have continuously demonstrated my abilities to execute marketing and political messaging to the public sector. My most valuable traits are performing as a motivated leader, effective collaborator, and natural talents in customer service.

Education

Political Science, Health Science

Arizona State University, Tempe, AZ

Dean's List Scholarship, Fall 2012 - Spring 2016

Clinical and Field Experience

Donald Trump for President - Mesa, AZ

August 2016 - November 2016

Assistant Political Director

- Composed and implemented political messaging
- Organized campaign events and national surrogate visits
- Spoke at local events and meetings on behalf of campaign

John McCain Senate Campaign - Scottsdale, AZ

May 2016 - August 2016

Field Representative

- Recruited campaign volunteers
- Coordinated campaign events and intern program
- Developed campaign strategy and conducted statistical analysis

AXA Financial Advisors - Scottsdale, AZ

February 2016 - May 2016

Client Portfolio Extern

- Analyzed client portfolios and formulated financial plans
- Evaluated retirement funds and simulated case studies
- Shadowed and aided top advisors

JW Marriott Desert Ridge - Scottsdale, AZ

April 2015 - January 2016

Client Service Manager

- Coordinated corporate meetings and networking events
- Provided resort, dining, and local attraction information for guests
- Arranged holiday and company celebrations

Community Service

Trail Angel, Project Athena Foundation (Award winning; Featured on CNN Heroes)

2008-Present

- Facilitate relationships and support systems for cancer survivors
- Lead athletic team events (such as Grand Canyon rim to rim to rim)
- Organize gear, plan logistically and navigate

Anthem Younglife and Wyldlife Leader

2011-2012

- Mentored high school and middle school students
- Coordinated and lead team games and group conversations at events

Professional Experience**Director of Travel Operations and Advance- Office of the Secretary, Department of Homeland Security**

April 2015-Present Washington, D.C.

(b)(6);(b)(7)(C)

- Work closely with senior-level interagency executives, DHS senior-level executives, and cabinet-level leadership to drive priorities.
- Revamped and restructured travel operations towards a systemic, strategic, disciplined approach given limited resources.
- Provided leadership, direction, and counsel on a variety of strategic issues of importance to the Secretary.
- Successfully developed, coordinated, staffed, and directed over 60 domestic and 10 international travel operations.
- Led strategic planning efforts, resulting in a consolidated plan of action for Travel Operations. Ensured that missions were successfully aligned to these initiatives and properly executed
- Chaired weekly operational meetings with White House Cabinet Affairs; U.S. Secret Service; U.S. Coast Guard; DHS operational components; DHS special programs; and Offices of the President and Vice President.
- Led a workforce of seven travel and advance employees, 22 departmental components to include: U.S. Secret Service, U.S. Coast Guard, and Customs and Border Protection.
- Successfully managed to come under the allotted travel and advance budget of \$2.5 million for FY15.
- Logistician responsible for planning, coordinating, managing, security, and directing of logistical services and asset support for Cabinet-level Secretary while outside of the National Capitol Region.
- Responsible for clearly and effectively streamlining communication within the interagency and stakeholders.
- Pioneered the creation, implementation, and development of the Secretary's Emergency Relocation Contingency Plan.
- Pioneered for the creation, implementation, and development of the Secretary's Non-Emergency Contingency Plan.
- Provide strategic direction and guidance for domestic and international engagements, orchestrate the integration of objectives with mission execution across policy, public affairs, and operational components; directed implementation of new standard operating procedures, enhancing sophisticated coordination and evangelizing Unity of Effort vision for previously disparate factions.
- Ensured delivery and oversight of daily operations for the Directorate, ensuring proper customer support for services. Executed continuity of operations contingencies and preparedness activities.
- Responsible for briefing the Secretary of the Department of Homeland Security and Chief of Staff on daily operations and strategic updates.

Confidential Assistant to the Chief of Staff-Department of Homeland Security, June 2014-April 2015

Washington, D.C.

(b)(6);(b)(7)(C)

- Work closely with senior-level interagency executives, DHS senior-level executives, and cabinet-level leadership to drive priorities.
- Liaison between DHS components, interagency, stakeholders, and the White House.
- Research relevant topics on operational and policy priorities to the Secretary.
- Review and edit letters and briefing memorandums to be signed by the Chief of Staff and Secretary.
- Develop information memos for the Chief of Staff.
- Advise the Chief of Staff on the formulation of strategic plans, policies, and special initiatives related to the Front Office.
- Facilitate the provision advice from subject matter experts ensuring it is comprehensive, clearly aligned with the department's mission objectives, and presented in a timely manner.
- Report findings, updates, and outcomes directly to the Chief of Staff.
- Effectively address situations on the Department's behalf so that conflicts do not escalate.
- Advise on the development of strategic programs with departmental, national, and international impact.
- Contributed to the development of the Department's programs with measurable outcome.
- Advance Officer for the Secretary's official business travel.
- Coordinated and liaise with stakeholders associated with the Secretary's travel.

(b)(6);(b)(7)(C)

- Implement the National Intelligence Strategy key mission objectives.
- Address routine requirements and crisis action planning to support emerging, time-critical operational commanders' needs.
- Provide the Chairman of the Joint Chiefs of Staff, Joint Staff, and Combatant Commanders with national-level military intelligence centered on strategic warning.
- Contributed to the drafting of doctrine on non-lethal collateral damage estimation for cyber operations in the Chairman of Joint Chiefs Instruction (CJCSI) 3160.
- Develop innovative ways to penetrate and analyze the most difficult targets.
- Provide timely, accurate, and cogent advice to the J2 and Chairman while simultaneously supporting operational commanders with their targeting requirements.
- Coordinate with the Joint Staff, interagency, and partner nations to leverage the collective expertise to provide the best guidance and support possible.
- Support ongoing combat operations while organizing and directing intelligence operations during a crisis.
- Provide intelligence updates to the Joint Chiefs of Staff and Office of the Secretary of Defense.
- Produce and provide military strategic indications and warning.
- Ensure Service intelligence requirements are represented within the Pentagon.
- Direct the Battlespace Awareness portfolio for Joint Staff.
- Conduct intelligence assessments, develop doctrine and validate warfighting requirements.
- Develop strategic-level intelligence and operational support to the military targeting enterprise.
- Develop clear, current joint targeting policy and doctrine, monitoring and managing automated targeting requirements; and cultivate a collaborative effort among U.S. and partner nations.
- Ensure joint targeting intelligence techniques, production standards, and commonly accepted methodologies are coordinated and standardized among the services and national intelligence agencies.
- Rated as the #1 U.S. Army Lieutenant in the Joint Chiefs of Staff, Joint Reserve Intelligence Support Element.
- Ranked as the #2 Targeting Officer in the J23-4 Targeting Section to include officers above the company grade-level.
- Selected to brief the Joint Staff J2, Rear Admiral Becker, on Targeting Division current operations, and on multiple occasions briefed updates to the Vice J2, Brigadier General Escribano, and the Director of Intelligence Operations, Colonel Flood.

U.S. Army, 1st Lieutenant-Targeting & Intelligence, Surveillance, Reconnaissance (ISR) Officer-in-Charge
Operation Enduring Freedom 3rd Special Forces Group Special Operations Task Force-East, Afghanistan.

(b)(6);(b)(7)(C)

- Responsible for targeting lethal, warranted, and non-lethal targets, insurgent networks, and supporting Special Operations Forces.
- Provide intelligence support to Special Forces by targeting insurgent networks and key personalities and allocating collection methods to neutralize active threat streams.
- Fused multiple intelligence disciplines in order to analyze active threat streams and battlefield atmospherics.
- Responsible for the development of over 400 task force objectives targeting enemy insurgents and terrorist senior leadership in the removal of over 100 High-Value Individuals (HVIs) from the Special Operations Task Force-East area of responsibility.
- Ensure Target Nomination Packets are approved for targetable personalities involved in nefarious activity towards Special Forces.
- Coordinate persistent stare of ISR assets providing coverage of operational areas in order to find/fix/finish/exploit insurgent networks and targets and for regional development in support of counterinsurgency efforts.
- Responsible for briefing Special Operations Joint Task Force-Afghanistan General Officers on targetable personalities and insurgent networks effecting the battle space and on current/projected ISR aerial asset allocation.
- Rated as the #1 Lieutenant in Special Operations Task Force-East.
- Rated as the #2 Military Intelligence Lieutenant in Combined Joint Special Operations Task Force-Afghanistan.
- Ranked top 5% officer and "One of the best company grade officers within the Military Intelligence Corps".
- Recommended for Special Forces Candidate Selection School.

Congressional Public Policy Fellow-Congressman Luis V. Gutierrez (IL 4th), August 2011-June 2012
Washington, D.C.

- Congressional Hispanic Caucus Institute Public Policy Fellow (CHCI). One-in-fourteen selected out of +600 applicants to participate in a year-long Fellowship on Capitol Hill.

(b)(6);(b)(7)(C)

- Implement legislative initiatives, and monitor legislative developments within Committees and on the U.S. House of Representatives floor.
- Legislative Portfolio responsibility included: Lead Staffer on Intelligence Committee, Armed Services, and Immigration. Duties also included policy analysis and meeting with stakeholders.
- Advise and brief the Congressman on Permanent Select Committee on Intelligence and Subcommittee (Terrorism, Human Intelligence, and Counterintelligence) related issues.
- Conduct research, advise and brief the Congressman on legislative public policies.
- Serve as a liaison to the Congressman at meetings and congressional hearings.
- Manage congressional related constituent work for the 4th Congressional District of Illinois.
- Voted Fellow of the month for the month of March 2012.

US Army, 2nd Lieutenant-Platoon Leader, 323rd Military Intelligence Battalion, October 2011-May 2012
Fort Meade, MD.

(b)(6);(b)(7)(C)

- Platoon Leader to 22 Military Intelligence Human Intelligence (HUMINT) soldiers.
- Supervise and facilitate accountability, training and tactical operations at the Platoon level (22 soldiers).
- Deputy Executive Officer (XO), 3rd in command to the Company Commander in charge of assisting at the Company level (112 soldiers).
- Proficient in collection management, surveillance and reconnaissance activities in order to provide recommendations on the use of resources at all levels.
- Manage and facilitate message traffic analysis, analyze information identifying significant factors and threats, gather pertinent data, and develop solutions.
- Operate in intelligence systems and data to reduce uncertainty of enemy, terrain and weather conditions.
- Coordinate and manage controlled collection operations and interviews to gather human intelligence for mission operations.
- Responsible for assessing the risks associated with friendly and enemy courses of action and act to counter or neutralize identified intelligence threats.

Assistant Manager-T-Mobile, November 2009-March 2011, Chicago, IL.

Sales Accomplishments:

- Top 10 in FIB (Metric board) in the division, 1st in the market leading into Senior Management (CEO) visit, Consistent market "Top Gun" winner, 134% (273 new acquisitions) to monthly quota for the month of September 2011.
- Earned consistent commendations for exemplary customer service. 100% VOC (Voice of Customer) for 6 consecutive months. Awarded for excellent customer service.
- Selected member of M-NET (Metro North Event Team), a specialized sales team that focuses on city-wide events.
- Head of the *Best Practice Committee*, a market-wide committee based on sales performance and applying innovative sales strategies to increase performance.

Education

DePaul University, Chicago, IL. B.S. in Commerce, Business Management, March 2011.

- Organizations: United States Army R.O.T.C., Sigma Lambda Beta International Fraternity Inc., Midwest Association of Hispanic Accountants, Model Illinois Government, DePaul Investment Club, Association of Latino Professionals in Finance and Accounting, Congressional Hispanic Staff Association, Congressional Hispanic Caucus Institute Alumni Association, DePaul University Alumni Association.
- Honors/Awards: Honor Roll, Student of the Quarter Award, Human Relations Award, National Dean's List, R.O.T.C. G.P.A. Award, National Hispanic Institute Scholarship recipient, US Army Scholarship recipient, Fitzgerald Academic Scholarship recipient, Dean's List, Hearst Scholar, Congressional Hispanic Caucus Institute Fellow of the month-03/2012.

Military Education

- Defense Intelligence Agency Warning Analysis Course, Pentagon, February 2015
- Sensitive Intelligence for Leaders Course, Fort Gordon, GA, May 2014
- Special Forces Combat Course-Support, Fort Bragg, NC, February 2013
- Military Intelligence Basic Officer Leader Course, Fort Huachuca, AZ, May 2012.

Service Medals

- | | |
|--|---|
| - Bronze Star Medal | - Special Forces Combat Badge |
| - Combat Action Badge | - Joint Chiefs of Staff Badge |
| - Afghanistan Campaign Medal with Bronze Star | - German Armed Proficiency Badge- Gold |
| - Army Achievement Medal with 2 bronze Oak Leafs | - NATO Medal |
| - Army Mobilization Medal with 'M' device | - National Defense Medal |
| - Army Service Medal | - Global War on Terrorism Service Medal |
| - Joint Meritorious Unit Award | |

KIRSTJEN M. NIELSEN

(b)(6)

SUMMARY OF EXPERTISE:

The Honorable Kirstjen Nielsen is an internationally recognized expert in risk management and resilience with a focus in the areas of homeland security policy and strategy, cybersecurity, critical infrastructure, and emergency management. Recently named by Security Magazine to be among 2016's "Most Influential People in Security", she has worked in the homeland security sector for more than two decades. She is currently the President of Sunesis Consulting, LLC, an emerging risk and security management consulting firm she founded. Previously she served as a Presidential advisor, an official in the Departments of Homeland Security and Transportation, a Congressional staff member, and a corporate attorney. Ms. Nielsen has created and managed multiple organizations in government and in the private sector and served clients in both sectors as a management consultant, and thought leader/subject matter expert. Working at the crossroads of policy, strategy, risk, and operational environments, she has a unique blend of operational and enterprise perspectives on policy and strategy development, organizational development and management, mission execution, the importance of stakeholder outreach and communications, and the role of technology as an enabler and force multiplier.

Ms. Nielsen recently completed her tenure as the appointed Chair of the World Economic Forum's (WEF) Global Agenda Council on Risk and Resilience and serves as a civil expert for NATO, advising on cybersecurity and the creation and use of public-private partnerships to address transglobal risks. She is also a Senior Fellow at the Center for Cyber and Homeland Security at the George Washington University, a credentialed risk expert through RANE: the Risk Assistance Network + Exchange, a Member of the East West Institute's Breakthrough Group on Strengthening Critical Infrastructure Resilience, an Advisory Board Member for the State of Colorado's Cyber Institute, and a Safety and Security Advisory Board Member for the Center for Naval Analysis. A frequent author and international speaker on cybersecurity challenges and resilience approaches at such events as the WEF's annual meeting in Davos, the World Congress on IT, and the Warsaw Security Forum. She is currently leading a global initiative to address emerging systemic cyber risks and the related potential consequences to critical infrastructure.

PROFESSIONAL EXPERIENCE:

Sunesis Consulting, LLC

Founder and President

(2012–Current)

- Founded Sunesis to provide tailored advice and guidance to senior government officials and private sector, non-profit, and non-governmental organizations in homeland and national security matters.
- Develops, assesses and executes preparedness strategies, policies, plans, tools and exercises to prevent, protect against, respond to, mitigate, and recover from all hazard events with a focus on cybersecurity, critical infrastructure and emergency preparedness and response.
- Identifies and analyzes global emerging threats and risk trends related to terrorist attacks, major natural disasters, and other emergencies.
- Assesses security and preparedness programs and protocols and develops recommendations to address any gaps or inefficiencies, ensure continuity and strengthen resiliency.
- Example clients include the U.S. Departments of Homeland Security, Defense and Energy, the World Bank, a major global financial services institution, State emergency management agencies, a major electricity utility, a Fortune 50 computer software company, a data analytics firm, and a major professional services firm.

Civitas Group

President, Homeland and National Security Solutions, and General Counsel

(2007–2012)

- Launched and led a new business line to advise government and private sector entities in ensuring security, continuity and the provision of services in the face of evolving all hazard risks.
- Oversaw government compliance, corporate transactional law, and the sale of the company as the corporate General Counsel.
- Example clients included U.S. Federal Departments, an allied Asian government, a non-profit organization dedicated to addressing trade, transportation, and security issues, Class I railroad, city governments, and international law enforcement agencies.

Homeland Security Council, The White House

Special Assistant to the President & Senior Director for Prevention, Preparedness, Response (2005–2007)

Director for Preparedness (2004–2005)

- Advised the President and White House senior staff on homeland security prevention, preparedness, response and recovery policies, strategies and programs.
- Led and oversaw all aspects of government policy development/implementation related to critical infrastructure protection, security and resilience, civilian government and private sector cybersecurity, emergency preparedness and response, counterterrorism, information sharing, homeland security grants, and continuity of government.
- Served as the White House crisis manager, coordinating White House efforts for major domestic events and emergencies, and oversaw the Presidential Disaster Declaration process for Presidentially declared disasters and emergencies.
- Chaired five Policy Coordination Committees comprised of Assistant Secretaries and Under Secretaries throughout the Federal government to develop and oversee the implementation of federal homeland security policy focused on cybersecurity, critical infrastructure, information sharing, preparedness, incident management and response, and training and exercises.
- Authored and coordinated a dozen Homeland Security Presidential Directives, Executive Orders/Directives and homeland security strategies.
- Articulated policy priorities for and facilitated the development of recommendations to the President from two Presidential advisory boards, the National Infrastructure Advisory Council and the National Security Telecommunications Advisory Council.

Transportation Security Administration, U.S. Department of Homeland Security

Senior Legislative Policy Director, Office of Security Regulation and Policy

(2002–2004)

- Created and managed the Office of Legislative Policy.
- Drafted transportation security related legislation, Congressional testimony, and responses to hearing questions, and participated in Congressional briefings.
- Created and managed the TSA Liaison Office, serving as the TSA liaison to and coordinating all TSA-related audit inquiries from the DHS Inspector General and the Government Accountability Office.

Haynes and Boone, LLP

Associate, Corporate Practice Group and International Working Group

(1999–2002)

Negotiated and drafted documentation of acquisitions of both assets and stock of companies, mergers, and venture capital transactions.

Collier, Shannon, Rill and Scott

Summer Associate

(1998)

Drafted legal memoranda on various anti-trust and communications legal issues.

Office of General Counsel, Office of the Secretary of Defense, U.S. Department of Defense

Legal Honors Intern

(1997)

Drafted international agreements between the United States and former Soviet Union and eastern European countries in the area of non-proliferation.

Office of U.S. Senator Connie Mack

Legislative Correspondent

(1995–1996)

Researched and monitored the status of transportation, defense, and foreign affairs legislation and addressed constituent needs and requests.

Jamie Wilson for Florida State Senate

Campaign Manager

(1994)

Directed public relations, organized fundraisers, developed mass mailings, organized volunteers, researched issues, and prepared candidate for interviews, debates, and public appearances.

AWARDS, APPOINTMENTS, AND MEMBERSHIPS

- “The Most Influential People in Security”, Security Magazine, 2016
- Advisory Board Member for the World Economic Forum Global Risks Report, 2016-present
- Advisory Board Member for the State of Colorado’s Cyber Institute, 2016-present
- Advisory Board Member, RES/CON, Greater New Orleans, Inc., 2016-present
- Member of the East West Institute’s Strengthening Critical Infrastructure Resilience, 2015-present
- Civil Expert to NATO, 2015- present
- Selected and credentialed as risk expert, Risk Assistance Network + Exchange, 2015-present
- Chair, World Economic Forum Global Agenda Council on Risk and Resilience, 2014-2016
- Member, World Economic Forum Global Agenda Council on Catastrophic Risk, 2011-2014
- Senior Fellow, Center for Cyber and Homeland Security, George Washington University, 2014-present
- Advisory Board Member for the Center for Naval Analysis Safety and Security, 2013-2016
- Member, Homeland Security Advisory Council, Penn State, 2011-2014
- Senior Fellow, Homeland Security Policy Institute, George Washington University, 2010-2014
- Commissioned by President George W. Bush as Special Assistant to the President for Homeland Security, 2005-2007
- Certificate of Appreciation, DHS Office of Infrastructure Protection, 2007
- Certificate of Appreciation, DHS Transportation Security Administration (TSA), 2004
- Outstanding Service on Behalf of TSA Award, 2004
- Silver Medal Award for Transportation Security, 2003
- Member, State Bar of Texas, 1999-Present

PUBLICATIONS:

Frequent author of studies, articles, and white papers on such varied security topics as systemic cyber risk, global risks, Ebola, the Nepal earthquake, the quantification of cyber threats, protection of the U.S. electric grid, cyber resilience and Hurricane Katrina. Full list of publications available upon request.

EDUCATION:

- J.D., University of Virginia Law School, 1999
- B.S., Foreign Service, Georgetown University, 1994
- Certificate of Japanese Studies, Nanzan University, Center for Japanese Studies, Nagoya, Japan, 1992

(b)(6);(b)(7)(C)

JAMIE JOHNSON

(b)(6)

Public Affairs and Public Policy
Organizational Leadership
Broadcasting and Communications

Professional Experience

PUBLIC AFFAIRS

IOWA COALITIONS DIRECTOR **Donald Trump for President, 2016**

Statewide direction of the Trump campaign's efforts to identify, recruit, publicize, and mobilize essential Republican voting blocks within the key battleground state of Iowa. Coalitions included Women for Trump, Conservative Christians for Trump, Veterans for Trump, Pro-Life for Trump, Agriculture for Trump, Gun Owners for Trump, Sportsmen for Trump, Students for Trump.

SENIOR DIRECTOR **Rick Perry for President, 2015**

National senior staff position responsible for coalition-building, public relations, and public policy dissemination for former Texas governor and presidential candidate Rick Perry.

STATE CENTRAL COMMITTEEMAN **Republican Party of Iowa, 2012-2015**

Served over 40 federal, state, and local political campaigns over the last three decades. Elected twice to the governing board of the Republican Party of Iowa. Served 39 counties within Iowa's largest congressional district.

COALITIONS DIRECTOR **Rick Santorum for President, 2011-2012**

Identified, recruited, and mobilized thousands of conservatives for former United States Senator Rick Santorum during his 2011-2012 campaign for the presidency. The campaign won 11 states.

ORGANIZATIONAL LEADERSHIP AND BROADCASTING

EXECUTIVE VICE PRESIDENT **World-Wide Missions & Affiliates, 2005-2016**

Executive oversight of non-profit Christian charities working in 32 nations, funding orphanages, schools, hospitals, and disaster relief efforts; providing nutritious food, warm clothing, and free medical care to thousands suffering the effects of famine, poverty, war, or oppression.

PRESIDENT & CEO / PUBLIC AFFAIRS TALK SHOW HOST **Faith and Freedom Network, 2002-2010**

CEO: Turned around struggling radio stations through restaffing, overhauling mission, changing business model, revamping staff procedures, rebranding image, and moving offices and studios. TALK SHOW HOST: Hosted live, daily, two-hour public affairs show, interviewing newsmakers from across America, including presidential candidates, governors, senators, congressmen, and public policy experts. Formed friendships with hundreds of journalists; remains a trusted news source on conservative political trends for many national news agencies.

TALK SHOW HOST **NewsRadio 1040 WHO / iHeart Media, 2011-Present**

Anchor of the #1 weekend talk-show *Saturday Morning Live*, and regular guest host for morning and afternoon weekday talk shows on Iowa's largest and most influential radio station.

HIGHER EDUCATION

ADJUNCT INSTRUCTOR **Iowa Central Community College, 2001-2004**

Taught eight subjects within the college's Department of Social Sciences: (1) American Politics, (2) Economics, (3) American History, (4) Western Civilization, (5) Sociology, (6) Language Arts, (7) Public Speaking, (8) Ethics.

ADJUNCT INSTRUCTOR **Des Moines Area Community College, 2001-2002**

Taught two subjects within the college's Department of Social Sciences: (1) Ethics, (2) Logic.

Education

MASTER OF ARTS (M.A.) IN PUBLIC POLICY

Concentration: Political Communication

Regent University School of Government, 1997

BACHELOR OF ARTS (B.A.) IN THEOLOGY

Minor: International Studies

Bethany Global University, 1987

CERTIFIED TOASTMASTER (C.T.M.)

8-Time Award Winner: "Best Speaker"

Toastmaster's International, 1996-1997

ORDAINED MINISTER

Anglican Church in North America

Memberships

COUNCIL FOR NATIONAL POLICY

Board of Governors, 5 years

THE HERITAGE FOUNDATION

REPUBLICAN PARTY OF IOWA

State Central Committee, 2 terms

IOWA FAITH & FREEDOM COALITION

Board of Directors

IOWA RIGHT TO LIFE

Board of Directors

References

(b)(6)

CORA MANDY

(b)(6)

PROFESSIONAL EXPERIENCE

Communications Assistant

Washington, D.C.

58th Presidential Inaugural Committee (PIC)

December 2016 – January 2017

- 40 hours per week, full time position.
- Executed all office managerial tasks, correspondence among Communications and Public Liaison contacts, and Communications schedule coordination.
- Administered the onboarding process and procedure of all new hires.
- Assisted in the media credentialing process for 1000+ local, national, and foreign outlets for all Inaugural events.
- Distributed all press riser credentials for every location within the perimeter on Inauguration Day.
- Monitored those allowed on a given riser and removed persons or outlets possessing notwithstanding credentials.
- Assisted in the USSS credential distribution and denial for all media applicants.
- Facilitated the execution and coordination of over 100 Inaugural Event special requests for the Communications Department.
- Processed expense requests for Communications and Media Operations Departments.
- Filtered incoming news throughout the day and disseminated relevant stories to Press and Communications Staff.

Communications Assistant

New York, NY

Donald J. Trump for President Campaign

August 2016 – November 2016

- 40 hours per week, full time position.
- Managed and coordinated 1000+ credentialed media on over 300 press lists for Donald J. Trump and Governor Mike Pence rallies, campaign events, and the Victory Party.
- Developed and updated all press distribution lists for hundreds of online, print, radio, television, and foreign media contacts.
- Assisted in the publication of all incoming and developing news as well as maintenance for the donalddjtrump.com website.
- Organized and logged previous events, interviews, and press conferences.
- Oversaw all press inboxes and respective correspondence.
- Provided direct support for Office of the Press Secretary, included but not limited to identifying press and scheduling meetings with those targets.
- Helped organize the press credentialing drive for Election Day with both National and Foreign Press.
- Established and maintained communication with Press Leads, Advance Leads, and Press Outlets for rallies and Victory Night.
- Created and maintained a substantive list of contacts for press relations regarding campaign events.

Account Manager

Long Island, NY

Distinctive Treatments

May 2016-August 2016

- 40 hours per week, full time position.
- Maintained and managed the company's expense reconciliation report.
- Delivered account information and expenditure files to clientele.
- Built working relationships with corporate buyers and general contractors.

Brand Ambassador

Queens, NY

MRY Agency

September 2014 – September 2015

- Approximately 40 hours per week, full time flex position.
- Conceptualized and launched advertising campaigns and promotional events for the Coca-Cola brand with the most popular tag being, #TasteBudsContest.
- Managed social media accounts geared toward product advancement.
- Amassed contacts and brand research for optimum marketing.
- Updated and maintained the online platform for brand progress at St. John's.

AMERICAN
OVERSIGHT

DHS-001-656-000250

DHS-17-0550-B-000132

Kitchen Staff/Day Camp Aide*Holiday Hill*

Cheshire, CT

June 2013 – August 2013

May 2014-August 2014

May 2015-August 2015

- 40 hours per week, full time position.
- Meal preparation for parties of 3000-.
- Trained new staff on expectations and protocol in the work environment.
- Monitored visitor/camper experience to ensure their attendance.
- Executed all opening and closing procedures at the beginning and end of each business day.

EDUCATION**St. John's University**

B.S. Communications

Queens, NY

ADDITIONAL EXPERIENCE

Epsilon Omicron Chapter of Phi Sigma Sigma, National Sorority

Queens, NY

*Social Events Chair, Fundraising Chair***The Association for PR and Communications Students Member**

Queens, NY

*St. John's University***PERSONAL STATEMENT**

Natural and persuasive communicator identified by colleagues for the ability to create consensus among individuals in order to achieve goals and directives. Creative and resourceful campaign professional who is well versed in contributing to political initiatives and interacting with elected officials. Talent for cultivating and maintaining strong community relations, establishing communication channels, and creating positive rapport with individuals built on trust, integrity, and exceptional constituent service. Disciplined, motivated, and ready for a professional challenge where communication, interpersonal, and organizational skills are paramount.

TRUMP FOR AMERICA

TRUMP TRANSITION TEAM

- DHS Action Team
- Name submitted for DHS Landing Team

TRUMP FOR PRESIDENT – CAMPAIGN CO-CHAIRMAN FOR FAIRFAX COUNTY, VA

- Spoke before numerous groups during the primaries and general election campaign to generate support for Donald J. Trump
- Organized and executed volunteer activities, rallies etc.
 - Mike Pence rally at George Mason University, Fairfax, VA, 11/5/16 – over 3,000 attendees
 - Donald J. Trump rally in Leesburg, VA, 11/6/16 – over 8,000 attendees
- References: John Jaggers, Taylor Bush.

TRUMP FOR PRESIDENT – BUSH ALUMNI FOR TRUMP COALITION (FOUNDING MEMBER)

- Recruited former Bush political appointees to sign a letter of support for Donald J. Trump.
- Trump for President Press Release announcing the coalition released on September 26, 2016 (<https://www.donaldjtrump.com/press-releases/bush-alumni-coalition-launches-in-support-of-donald-j.-trump-for-president>)

CURRENT POSITION

GOLDBELT – DIRECTOR OF BUSINESS DEVELOPMENT

SENIOR CORPORATE BUSINESS DEVELOPMENT PROFESSIONAL: Successfully increased overall corporate revenue from approximately \$200 million/year to \$300 million/year. Led and coordinated business development efforts for 18 subsidiary companies providing services and products to government national security departments and agencies and other federal clients. Varied offerings include, but are not limited to, “Left of Bang” socio-cultural analytics, ISR, cybersecurity, linguists, IT services and products, armored vehicles, weapons, munitions, and tactical gear. Led efforts for the design and deployment of a comprehensive Customer Relationship Management system throughout all Goldbelt companies to further drive collaboration, efficiency, and success.

EXPERIENCE

PUBLIC SERVICE

U.S. DEPARTMENT OF HOMELAND SECURITY – DIRECTOR OF PUBLIC LIAISON (POLITICAL APPOINTEE)

STRATEGIC GOVERNMENT RELATIONS & COMMUNICATIONS: (DHS HQ) Created and managed the DHS Office of Public Liaison to coordinate external engagements among every DHS component. Established mechanisms and policies to ensure situational awareness across the DHS enterprise. Developed and fostered mutually-beneficial relationships with external organizations consistent with administration policy to shape and influence political and public policy with Congress and the public. Directed and coordinated the activities of a diverse team of Public Liaison Officers with specific policy and outreach responsibilities.

NASA – SPECIAL ASSISTANT FOR LEGISLATIVE AFFAIRS, SPECIAL ASSISTANT FOR INDUSTRY AFFAIRS (POLITICAL APPOINTEE)

EXPERT ADVISOR, GOVERNMENT RELATIONS: Represented Bush Administration NASA policy and funding priorities to Members of the U.S. Senate and House of Representatives. Ensured that member inquiries and requests were addressed in a timely fashion. Prepared NASA senior staff for hearings and other congressional interactions. Responsible for multiple sensitive congressional requests and projects. Re-established a permanent industry liaison function within NASA after an absence of over a decade. Served as

NASA's principal liaison to the private sector to ensure that NASA programs and policies were presented to industry and that industry views were conveyed to NASA senior management as appropriate.

THE HON. LINCOLN DIAZ-BALART (R-FL), US REPRESENTATIVE – SENIOR LEGISLATIVE ASSISTANT, PRESS SECRETARY

EXPERT ADVISOR ON NATIONAL SECURITY PUBLIC POLICY & POLITICS: Served as Rep. Diaz-Balart's

military legislative assistant for over five years, managing the foreign affairs and transportation portfolio, as well as other issues. Specialized in Cuba-related policy. Organized bi-partisan coalition of legislators, academic institutions, and other private sector entities, which led to successful relocation of DoD's Southern Command (SOUTHCOM) from Panama to the congressman's district. Drafted legislative speeches, floor statements, press releases, and correspondence. Managed junior staff with the execution of their legislative and administrative duties.

U.S. ARMY RESERVES

Served as a member of the 11th Special Forces Group (Airborne) and the 450th Civil Affairs Battalion (Airborne).

PRIVATE SECTOR

GOLDBELT – DIRECTOR OF BUSINESS DEVELOPMENT

SENIOR CORPORATE BUSINESS DEVELOPMENT PROFESSIONAL: Successfully increased overall corporate revenue from approximately \$200 million/year to \$300 million/year. Led and coordinated business development efforts for 18 subsidiary companies providing services and products to government national security departments and agencies and other federal clients. Varied offerings include, but are not limited to, "Left of Bang" socio-cultural analytics, ISR, cybersecurity, linguists, IT services and products, armored vehicles, weapons, munitions, and tactical gear. Led efforts for the design and deployment of a comprehensive Customer Relationship Management system throughout all Goldbelt companies to further drive collaboration, efficiency, and success.

BARSA STRATEGIES – PRINCIPAL

GOVERNMENT RELATIONS & PUBLIC POLICY SPECIALIST: Provide clients with full spectrum of government relations support with a special emphasis on national and homeland security issues.

MRIGLOBAL – VICE PRESIDENT, GOVERNMENT RELATIONS

EXPERT ADVISOR ON GOVERNMENT RELATIONS: Served as the primary executive for all government relations-related activity for MRIGlobal, a defense and intelligence agency contractor. Provided advice and recommendations on relevant policy issues. Helped establish a coalition of similarly concerned DoD contractors in order to lobby for changes to the National Defense Authorization Act and for changes to DoD acquisition policy.

GENERAL DYNAMICS – SENIOR DIRECTOR, BD & DIRECTOR HOMELAND SECURITY STRATEGY

EXPERT ADVISOR ON GOVERNMENT RELATIONS & GOVERNMENT CONTRACTING: Provided analysis on current and long-term procurement needs of the Department of Homeland Security to better position company offerings, direct internal investments and engage in short-term or strategic partnerships. Served as a cyber security and homeland security subject matter expert for a classified task on a government contract.

BATTELLE – DIRECTOR OF INTERGOVERNMENTAL RELATIONS

EXPERT ADVISOR ON GOVERNMENT RELATIONS: Provided strategic analysis and intelligence regarding the homeland security market in support of Battelle's goals of increasing homeland security related business. Tracked political and policy developments, legislative action and other activities relevant to corporate policy goals. Provided strategic advocacy advice on how to best engage with government officials.

THE AEROSPACE INDUSTRIES ASSOCIATION (AIA) – MANAGER LEGISLATIVE AFFAIRS

EXPERT ADVISOR ON GOVERNMENT RELATIONS: Lobbied U.S. Congress on behalf of the premier defense and aerospace trade association. Worked with the leading defense companies to forge consensus positions in multiple policy areas. Strategized with other trade associations and coalitions to craft lobbying efforts.

National Security Management Course (DoD SES development course) National Security Management Fellow
George Washington University, Elliot School of International Affairs
National Security Studies Program, coursework towards a Masters Degree in National Security Studies
Florida International University
Bachelor of Arts, International Relations

OTHER

- Fluent native Spanish speaker
- Former Senior Fellow, George Washington University Homeland Security Policy Institute
- Former Board Member, Mount Vernon-Lee Chamber of Commerce
- Former member of Virginia Board for Professional and Occupation Regulation
- Former Republican Candidate for the Virginia House of Delegates



Homeland
Security

July 11, 2019

SENT VIA EMAIL TO: hart.wood@americanoversight.org

Hart Wood
Counsel
American Oversight
1030 15th Street, NW, Suite B255
Washington, DC 20005

Re: **18-cv-00656 (2018-HQLI-00020)**
American Oversight v. DHS
Third Interim Release

Dear Mr. Wood:

This is our third interim response to your Freedom of Information Act (FOIA) request to the Department of Homeland Security (DHS), received on November 28, 2017.

For this production, DHS reviewed three pages of which two pages are released in full and one page is withheld in part pursuant to FOIA exemption (b)(6). The three pages for release are bates stamped DHS-001-656-000257 to DHS-001-656-000259.

If you have any questions regarding this release, please contact Assistant U.S. Attorney Jeremy Simon, United States Attorney's Office, U.S. District Court for the District of Columbia, at 202-252-2528, or by email at JSimon@usa.doj.gov.

Sincerely,

A handwritten signature in black ink that reads "Bradley E. White".

Bradley E. White
FOIA Program Specialist

Enclosure: 3 pages

SCOTT A. KRAUSE

(b)(6)

[\(b\)\(6\)](https://www.linkedin.com/in/(b)(6))

DoD Classification: (b)(6)

SENIOR EXECUTIVE

Career Focus: Senate-Confirmed Leadership Position in the Trump Administration's Department of Homeland Security

Proven senior leader transforming enterprise operations, providing expertise in:

Leadership	Operations	Homeland Security	Technology
Federal Government	Cyber Security	Defense	Strategic Planning
Budgeting	Risk Management	Change Management	Procurement

POLITICAL EXPERIENCE

Volunteer, Trump Campaign

2016

- Knocked on doors to help "Get Out the Vote," Falls Church, VA
- Served as Republican Poll Watcher, Arlington Court House precinct, VA
- Handed out sample ballots, Cameron Station precinct, Alexandria, VA

Secretary and Vice President, Isle of Wight County Republican Party, VA

2006 to 2014

- Canvassed county neighborhoods yearly to help elect Republicans
- Ran Republican Party of Virginia Convention county delegate selection

United States Department of Homeland Security, Washington DC

2007 to 2009

Chief of Staff, Management Directorate

Served as de-facto Deputy to the Under Secretary of Management (USM) for DHS. Led a 12-member team supporting an annual Directorate budget of \$519M.

- Led development of 2008-2013 DHS Strategic Plan resulting in full certification of the senior executive performance program.
- Led the initial DHS-wide process to improve 149 outcome-based metrics to the Future Years Homeland Security Program; increased externally-reported management metrics by more than 300%.
- Vetted \$519M budget with the USM and personally recommended budget increases to congressional staff.
- Developed DHS plan to address GAO-determined high-risk merger activities, matured cross-departmental internal controls, integrating 22 agencies into the third largest federal department; Federal Human Capital Survey rated DHS #1 most-improved large agency in 2008.
- Successfully led the Department's efforts to advance and improve performance metrics in support of the President's Management Agenda. Achieved 125% of goal for Q1 and Q4 2008, and 175% in Q1 2009.
- Developed effective continuity of operations exercise plan for the DHS Management Directorate; deployed 80 employees to Pennsylvania to execute 73 scenarios, ensuring critical functions will continue in crisis.

PROFESSIONAL EXPERIENCE

Cisco, Washington, District of Columbia

2013 to 2016

Customer Solutions Director

Provided IT Service Management and strategic business consulting services for public sector organizations at the state, local, and federal levels. Directed business development and delivery for federal agencies.

- Developed New York University's Global Networking Strategy.
- Briefed strategies to NYPD, including cyber security, mobility, diversity, and talent acquisition.
- Collaboratively developed the Florida Department of Education IT Roadmap with the CIO.

PricewaterhouseCoopers (PwC) LLP, McLean, VA

2009 to 2013

Director, Public Sector Practice

Led Department of Homeland Security (DHS) risk management consulting, data center consolidation, and DHS Headquarters market strategy.

- Led a team of eight in the development/implementation of risk management, quality control/assurance, program/project management, and measures & analysis for a program management office (PMO) managing a \$100M+ per year account.
- Led a team of 12 to develop a risk management and mitigation planning service for cyber security and other critical infrastructure, resulting in DHS SAFETY Act Certification legal protection.
- Reduced strategic and program risks across all data center consolidation operations in support of DHS.

Lieutenant Colonel, United States Air Force

Air and Space Expeditionary Force Center (AEFC)

2005 to 2007

Director of Staff

Led the daily operations of all personnel matters and deployment operations, including disaster relief and national emergencies of the AEFC. Provided leadership for a 223-member center conducting the temporary deployments from a pool of 324,000 domestic and international employees with a budget of \$13M. Developed the AEFC Strategic Plan; coordinated/mediated at offsite; enabled smooth deployment of 120,000 Air Force employees per year.

Air Mobility Command

2001 to 2005

Instructor Pilot, Assistant Operations Officer and Squadron Training Officer

Piloted and led worldwide missions on military Gulfstream aircraft for the highest ranking Executive and Legislative leaders including Secretaries of Defense and State, the Speaker of the House, and the First Lady. Ensured safety compliance and managed operational flying risks. Led 181 aircrew members in day-to-day flight operations (in the absence of the Operations Officer) achieving 99% on-time, safe departures and recoveries.

The Pentagon, Washington DC

1998 to 2001

Watch Officer, Executive Officer and Operations Briefer

Led the staff actions of 500 personnel for largest Air Staff directorate, allocating and controlling 10,000 tasks annually. Facilitated combat and FEMA operations, new deployment concepts, training solutions, and airpower employment, strengthening Air Force combat capability. Directed a 20-person Crisis Action Team in production and delivery of briefings during crisis operations.

EDUCATION AND TRAINING

MBA, University of Phoenix

Air War College

BS (DG), US Air Force Academy

Air Command and Staff College

Defense Acquisition University Executive Workshop

Airline Transport Pilot License

CERTIFICATIONS

CompTIA Security+

ITIL Strategy/Design/Ops/Transition/CSI Intermediate

CompTIA Cloud+

Scrum Fundamentals

Project Management Professional (PMP)

SPEECHES AND PUBLICATIONS

Implementing and Transforming the Department of Homeland Security, 2008

DHS-17-0550-C-000002

